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Task Team

Reports

(2 Vols.)

1958

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18 Nov 57

S-E-C-R-E-T

18 November 1957

MEMORANDUM for the Operating Committee

SUBJECT: Organization of Task Teams to Evaluate the Recommendations of the Library Consultants

1. Attached are the statements of the seventeen (17) projects into which the recommendations of the Library Consultants have been summarized.

2. The second and current phase of the evaluation of the Consultants' findings is the organization of Task Teams to study these problems.

3. Nominations for participants from within OCR will be discussed at our staff meeting on 19 November.

4. By copy of this memorandum AD/RR, AD/SI, and AD/BI are requested to review these attachments with a view to identifying competent senior intelligence officers within their own offices who might be detailed for work on one or more of the necessary Task Teams.

Paul A. Borel
Assistant Director
Central Reference

25X1

cc: AD/RR
AD/SI
AD/BI

S-E-C-R-E-T

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OFFICE OF CENTRAL REFERENCE

18 November 1957

Project ONE

To study the Intellofax system in order to determine if:

(1) the encoding of requests is unreliable.

(2) the citations are inadequate.

(3) the system is unsufficiently used.

(4) the same data is given on repeated runs for the same codes.

(5) the service is slow, untrustworthy, and costly.

(6) the older cards are unavailable.

(7) the system requires excessive space.

(8) the system duplicates work done in the other OCR Registers.

(9) the system fails to provide service at as high an intellectual level as is needed for the program of the Agency.

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OFFICE OF CENTRAL REFERENCE

18 November 1957

Project TWO

To study the machine filing and reproduction of IBM index cards in order to determine if:

(1) machine filing and selection is limited by virtue of the multiplicity of IBM file decks.

(2) the machine files require excessive space.

(3) machine sorting and refinement is minimal.

(4) fascimile and photostat expediter service can be obtained at lower cost by use of other processes.

(5) the reproduction ration in use on the photostat expeditors should be increased.

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18 November 1957

Project THREE

To study the ISC, and compare the advantages of the present Intellofax-aperture card system with the benefits of a recommended printed bibliography and intact hard copy system; to specifically determine if:

(1) the ISC cannot be applied uniformly to book and document coding.

(2) an intact hard copy system would be more economical of space, provide speedier service, and be less costly than the present system.

(3) the aperture card system is an inefficient substitute for an intact hard copy file.

(4) program efficiency will result in having a printed bibliography instead of the Intellofax system.

(5) the IPI could be expanded to include all documents, books, periodical articles, and FBIS material.

(6) it is feasible to make photostat copies of single copy enclosures for Acquisition Branch customers.

(7) a printed bibliography would be cheap to produce and would prove timely enough to serve information staff needs in lieu of Intellofax.

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18 November 1957

Project FOUR

To study book and document selection criteria and determine the proper location of the selection function in the organizational structure; specifically to determine if:

(1) the Agency staff participates in the selection process.

(2) there is a satisfactory selection policy.

(3) the selection function should be in Acquisitions Branch or in Reference.

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OFFICE OF CENTRAL REFERENCE

18 November 1957

Project FIVE

25X1

To study the Acquisitions Branch work load and production; [redacted]

25X1

[redacted]

specifically to determine if:

(1) Acquisition Branch functions overlap those of Reference and Circulation.

25X1

(2) Acquisition Branch work output is below standard.

(3) the Domestic Section should be moved [redacted] now.

(4) distribution and dissemination processes should be clearly split and separately administered.

25X1

[redacted]

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18 November 1957

Project SIX

To study all aspects of publications expenditures including the book budget, cash procurement, and fiscal controls; specifically to determine if:

(1) the budget for publications is too low.

(2) the rate of purchase is in any way affected by staff and space limitations.

(3) the budget for expendables and the budget for the main collections should be separate.

(4) the present budget philosophy should be revised.

(5) the fiscal controls and procedures in Acquisitions need changing.

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OFFICE OF CENTRAL REFERENCE

18 November 1957

Project EIGHT

To study work load, production, and service rendered by the Circulation Branch; specifically to determine if:

(1) production is low.

(2) service is slow.

(3) the Branch is over-staffed to do its job.

(4) it is performing functions that should be assigned elsewhere.

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OFFICE OF CENTRAL REFERENCE

18 November 1957

Project NINE

To study the present card catalogs, cataloging section work loads, and the cost of cataloging; specifically to determine if:

(1) the catalogs are inefficient tools badly kept.

(2) too many cards per title are made.

(3) cataloging costs are abnormally high.

(4) workload is low.

(5) the cataloging staff should be reduced by half.

(6) conventional 3x5 cards can be substituted for IBM cards.

(7) Library of Congress cataloging can be profitably applied to CIA cataloging procedures.

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OFFICE OF CENTRAL REFERENCE

18 November 1957

Project TEN

To study Reference Branch work load, reference tools, and the techniques of giving information service; specifically to determine if:

(1) service is low compared to number of analysts served.

(2) three fourths of the work is routine.

(3) work is low in quality.

(4) staff is untrained.

(5) reference tools are inferior.

(6) the Information Unit is overstaffed.

(7) the book and periodical collection in Acquisitions should be transferred to Reference.

(8) reference librarians should be used to give customer higher cut of references on a given request.

(9) service to customers can be put on a five minute or less schedule.

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18 November 1957

Project ELEVEN

To weigh the advantages and disadvantages of the single information center concept; specifically to determine if:

(1) it is feasible to create a single point for OCR customer service.

(2) short term requests can be accommodated at the single point without further referral.

(3) a pilot approach could be made in advance of the big move.

(4) and how the single point idea should be organized.

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18 November 1957

Project TWELVE

To devise a plan for installing a pilot plant OCR MINICARD system for coding, storage, and retrieval of IAC produced documents; specifically to determine if:

(1) OCR should have a continuing high level planning and management staff to investigate new ideas.

(2) MINICARD offers advantages over Intellofax.

(3) the MINICARD pilot operations has been satisfactorily planned (and to develop a current plan).

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18 November 1957

Project THIRTEEN

To study the OCR operational reporting program; specifically to determine if:

(1) Too much time is spent keeping unnecessary records.

(2) Present monthly reports can be revised in order better to reflect information of especial value to management.

(3) An annual (or semi-annual) report can be devised as an integral part of OCR's report system, which report would be of value to top Agency management as well as to supervisors within OCR.

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18 November 1957

Project FOURTEEN

To study the training policies of OCR and OTR; specifically to determine if:

(1) Professional employees of OCR should be given the same training program, particularly in introductory courses, as are the analysts in producing offices in the Agency.

(2) A training program can be devised which will enable the professional staff of OCR to give a higher level of reference service to users of OCR facilities from the intelligence community.

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18 November 1957

Project FIFTEEN

To study means whereby OCR can get adequate guidance for its operations from customer offices; specifically to determine if:

(1) A Library Committee composed of representatives of all the components of the Agency should be created to serve in an advisory capacity to the Assistant Director/OCR and as a channel of communication to the Agency.

(2) A program should be developed to bring together the analyst and the Reference Staff so that the Reference Staff may be aware as much as possible of what intelligence reports and programs are underway so that the staff might give a higher level reference service and be prepared to call to the attention of the analyst pertinent periodical articles, intelligence reports, books, documents, etc., which is a normal special library technique and service.

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OFFICE OF CENTRAL REFERENCE

18 November 1957

Project SIXTEEN

To study the feasibility and desirability of regrouping within OCR certain reference-type functions now the responsibility of other Offices; specifically to determine if:

(1) The Map Library, ORR, should be transferred to OCR.

(2) The Foreign Document Division, OO, should be transferred to OCR.

(3) The Office of Training Library should be transferred to OCR.

(4) The Historical Intelligence Collection should be transferred to OCR.

(5) Such transfers are essential to preserve the "central reference" concept.

(6) Timing of transfer is an important element, assuming transfer.

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18 November 1957

Project SEVENTEEN

To study what changes in the organization and staffing pattern of OCR are necessary; specifically to determine if:

Note - Specific problems will depend on the findings of and the actions taken pursuant to the earlier studies. This project is therefore placed in deferred status.

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CENTRAL INTELLIGENCE AGENCY

OFFICE OF CENTRAL REFERENCE

3 December 1957

ROSTER OF TASK TEAM CHAIRMEN

Project Number	Short Title	Task Team Chairmen	Telephone Ext.
1	Intellofax		25X1
2	Machine Use		
3	Coding		
4	Selection		
5	Acq - Ops		
6	Fiscal Policy		
7	Publication Procurement	Ted Nordbeck	
8	Circulation	James Chandler	25X1
9	Catalog		
10	Reference		
11	Info-center	Walter Moberg	
12	Minicard		25X1
13	Reports		
14	Training		
15	Customer Relations		
16	Correlative Functions	William Tidwell	
17	Organization	(Deferred)	25X1
Coordinator			

JB - OCR - 3 December 1957

25X1

S-E-C-R-E-T

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CENTRAL INTELLIGENCE AGENCY

OFFICE OF CENTRAL REFERENCE

CIRCULATION TASK TEAM REPORT NO. 8 TTR/8

22 April 1958

MEMORANDUM FOR: Assistant Director, Central Reference

SUBJECT: Final Report on Circulation, Task Team No. 8

1. Membership

The Task Team Membership consisted of: 25X1

[redacted] Fundamental Science Division, OSI
[redacted] Management Staff 25X1
James G. Chandler, CIA Library, OCR
[redacted] Document Division, OCR
Records Integration, FI 25X1

2. Method of Task Team Operation

a. The members of Task Team No. 8 met initially on 12 December 1957. At that time all members were given a detailed briefing by the chairman on the general background leading toward the creation of the various Task Teams and the specific tasks that were the responsibilities of Task Team No. 8. At a subsequent meeting, [redacted] discussed with Task Team members the historical background of the CIA Library's mission, functions, and operations and the status of present day operations. 25X1

b. The Report of the Library Consultants, the rejoinder by the CIA Librarian, various files of the Circulation Branch, and other related papers were made available to the members for study. The various elements of the Circulation Branch were studied in detail in terms of:

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1) Actual operating procedures
2) Forms in use
3) Files or records maintained
4) Working tools and office equipment available
5) Staffing pattern
6) The existence, if any, of duplication of effort
7) The possibility for combining functions or operations

c. Task Team members were assigned specific areas for detailed study: availability of materials to be circulated, production standards, simplification of administrative statistics, consolidation of loan and purchase forms, and charting of procedures.

d. During the survey, meetings were held on the average once a week, usually lasting about three hours.

e. There were many by-products of the survey. The detailed procedural charts (Appendix G) prepared [redacted] and used extensively as background during the survey will provide a useful management tool. The close examination of activities of each unit made it possible to turn over to the Chief of the Circulation Branch specific suggestions for use of a new type of administrative reporting, which should result in a saving of supervisory time. A combined loan and purchase request form was developed, approved and ordered, with consideration being given to the following: 1) the immediate need to revise one of the existing forms; 2) the availability of earlier thinking on similar though unsuccessful proposals; 3) the previous experience of [redacted] in setting up new methods of processing purchase orders; and 4) the desire of the Task Team that the feasibility of a combined form be given one final trial before being abandoned. Several of the Task Team's suggestions for simplification of work methods were put into effect while the survey was still under way.

25X1

25X1

3. Recommendations

a. That the organization of Circulation Branch be simplified and that certain jobs be upgraded. (p. TTR/8-5,6,8 and Appendixes B & D).

b. That no major functions be transferred to or from Circulation Branch. (p. TTR/8-7,8).

c. That administrative statistics be simplified (p. TTR/8-9,10).

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d. That circulation procedures be simplified. (pp. TTR/8-10,11 Appendixes F and H).

e. That loan periods be more realistic. (pp. TTR/8-10,11,14,15 and Appendix H.4.a.)

f. That appropriate steps be taken to reduce the delay in availability of intelligence information reports. (pp. TTR/8-15,16).

g. That all documents bearing an IAC control number be covered by a source card, even if the report was never formally issued. (p. TTR/8-16).

h. That card catalogs contain only cards for books which are available to the users of the catalogs. (p. TTR/8-13).

i. That Nodex documents be available on aperture cards. (p. TTR/8-13).

j. That searching tools be made more complete and easier to use. (pp. TTR/9-12,13,16).

k. That wide discretion be assigned to Chief, Circulation Branch to purchase or reproduce materials when this appears, the best method of servicing a request. (pp. TTR/8-15,17).

25X1

l. That custody of and accountability for materials purchased with other than CIA Library funds be the responsibility of the purchasing offices. (pp. TTR/8-12,13,14 and Appendix H.4.a.).

JAMES G. CHANDLER
Chairman Task Team No. 8

25X1

Attachments:
Report of Task Team on Circulation
Apendixes A through I

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TTR/8-4

REPORT OF TASK TEAM ON CIRCULATION

PROBLEM

The problem assigned to Task Team No. 8 was to study work load, production, and service rendered by the Circulation Branch, with specific reference to the Findings Requiring Action listed by the Library Consultants:

a. The Branch is overorganized and overstaffed.
b. Circulation Branch duplicates acquisition work and reference work which should be assigned to their proper units.
c. Production is low throughout the Branch.
d. Service is very slow.

All of the above considerations center around the need of the Circulation Branch for good management and efficient operations. The purpose of the Branch is to supply effective library circulation, which can be defined as prompt availability, in usable form, of specifically identified documentary materials. It should go without saying that speed is paramount in many intelligence activities and that poor library service will frequently force intelligence components to use partial information or to resort to informal means of retrieval.

T O P I C #1

"The Branch is Overorganized and Overstaffed"

CONCLUSIONS

The Branch is overorganized. Like functions are separated among various units, and dissimilar functions are placed in a single unit. In most cases there are counterbalancing reasons for the present organization, including availability of qualified personnel. Some realignment of functions should take place at once; the ultimate goal should be a consolidation of the units of the Services Section into a Document Section and a Book and Periodical Section.

It is the opinion of the Task Team that the Branch T/O is not too large under the present conditions. However, overstaffing cannot be accurately determined until recommended improvements have been made in circulation operations and new demands for service can be measured.

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FINDINGS AND DISCUSSION

The primary organization of the Circulation Branch is by function, further subdivided by type of material (Appendix A). The Search Unit receives requests, identifies the materials requested, and routes the requests to the appropriate processing or servicing points. There are three internal processing units, each for a different form of material: IAC (hard copy), Copy (microfilm), and Book and Periodical. Over-the-counter requests are also accepted by these units. A fourth processing unit, Inter-library Loan, processes requests to and from other libraries and agencies. An assistant to the Branch Chief, operating under the informal title "Inter-Agency Service," obtains retention copies of documents from the Department of State and the Department of the Air Force; this function is closely comparable to the work of the Inter-library Loan Unit.

The Library Consultants looked forward to the day when the Circulation Branch could be concerned only with routine circulation functions. The Task Team accepts this as an ultimate goal, but feels that the searching function at a professional level will have to remain as a major part of the circulation process until tools are available for more readily identifying and locating requested materials. Since many of the searching tools will probably be best developed by or with the help of trained searchers, the Search Unit should devote a sizable part of its manpower to putting itself out of business. The Search Unit should be strengthened, at least for the interim period. It should have section status, the Control Section as a separate level should be abandoned, and the name should be changed to Request Section. The Task Team also feels that there will continue at each point of contact with requesters a type of counseling that cannot be considered routinely clerical.

The Services Section would be more effective if units were realigned and responsibility for service and records were decentralized (Appendixes B & D). The IAC and Copy Units should be combined into one unit, a Document Unit, since their functions are essentially the same: providing loan or retention copies of documents in the Library collection. The work of the assistant to the Branch Chief in obtaining retention copies of documents for State and Air Force should be transferred to the Inter-library Loan Unit. Finally, the Source card file with its maintenance personnel should be transferred from the Copy Unit to the Request Section (presently the Search Unit) since this file is used chiefly to take the first step in answering requests.

At a later stage, and as a logical progression from the above realignment, all circulation functions, other than searching and the supervision of the branch libraries, should be divided into two section,

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one to handle books and periodicals and the other to handle documents. Each of these new sections would be responsible for stack maintenance, loan service, and inter-library loans. (Appendixes ~~B~~ C & E)

Decentralization of responsibility for providing service, keeping records, following up, recalling, and answering inquiries on service should be more complete, During the course of this survey, the filing of definite loan records has been decentralized, and several other steps in this direction are included in the procedural recommendations in Appendix H.

The Branch Libraries Section was not examined in detail by the Task Team, since the Library Consultants had left it relatively clear of criticism, and a quick review did not reveal any circulation activity within the branch libraries which called for attention. Procedures of the Training Branch Library and within OTR should be reviewed when it has been determined how responsibility will be shared for custody of published materials for training purposes.

Under present workload and methods of operation there is not excess manpower. Both of these variables are undergoing so may changes that it is not possible at the present time to predict accurately what size staff will be needed to assure good service. The variable of workload is determined by factors outside the control of the Branch. It appears to be rising, but even this cannot be said with certainty until the wide fluctuations of the past few months begin to level off. The variable of efficiency calls for full utilization of available manpower and the elimination of unnecessary tasks. Work norms should be studied in the light of the production statistics being initiated for office-wide administrative reporting. Such review plus consideration of the drains on productivity discussed under Topic #3 and Topic #4, will be required before the optimum size of the Branch can be determined.

RECOMMENDATION

That the proposed Table of Organization of the Circulation Branch (Appendix D), providing for the merging of certain functions and for selective grade increases, be implemented.

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TTR/8-7

T O P I C #2

"Circulation Branch duplicates acquisition work and reference work which should be assigned to their proper units."

CONCLUSIONS

There are only limited areas of duplication of effort. Functions that are assigned to the wrong branch are minor ones and of little significance in the over-all operation of the Circulation Branch.

FINDINGS and DISCUSSION

The Library Consultants recommended that the reference functions of the Search Unit be transferred to the Reference Branch. Actually, the work of ready reference nature in the Search Unit is quite different from that done in the Reference Branch, and would detract from the more substantive type of work done by the reference librarians.

The proposal by the Library Consultants that the Search Unit be transferred to Acquisitions Branch oversimplifies the problem. If searching were necessary only for items to be purchased, then it would be most efficient to assign it to Acquisitions. In fact, the searching of serial titles for purchase has been identified as such an area, and was transferred to the Acquisitions Branch during the course of this survey. But many requests can be satisfied by purchase, by copying, by loan from the stacks, or by borrowing the item from another library. The most efficient place to make this choice is in the Circulation Branch where the request is first received by the Library. 25X1

While it would be better organizationally to transfer the holdings of foreign language materials from the Acquisitions Branch to the main collection, the limitations of space dictate that they, together with FDD, remain [redacted] And since librarians with language competence are already in the Acquisitions Branch [redacted] it is logical to give them custody of this portion of the collection. 25X1

In the sharing of information among the branches, sharp lines of demarcation are not as important as close cooperation. Ideally all bibliographic tools would be equally accessible to Acquisitions, Reference, and Circulation. The purchase order records of the Acquisitions Branch supplement the locational information available in the card catalog and in charge records. A working compromise is the dependence of the Circulation Branch on the Acquisitions Branch for

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information to supplement published bibliographies and other readily available searching tools. Recommendations along these lines are included under Topic #4.

RECOMMENDATION

That no major function be transferred to or from Circulation Branch.

T O P I C #3

"Production is low throughout the Branch"

CONCLUSIONS

The Consultants' Report called attention to the low output in each unit of the Circulation Branch. In each of the cases cited by the Consultants, their judgement was based on comparison with other libraries. Although some of their comparisons were unfortunate in that they compared dissimilar categories of work, the general point was probably valid that production in many ares is lower than it should be. The approach of the Task Team, therefore, has been to assume that production can be raised and to look for ways of raising it.

FINDINGS AND DISCUSSION

Rate of production can be examined from two points of view: output per individual and output of a group. The output of a given individual depends largely upon his competence and his incentive. The output of the group depends not only on these factors but upon others such as organization, staffing, equipment, space, etc.

Individual Efficiency

Professional competence is a major factor influencing output per individual. Several employees at grade GS-5, especially in the Search Unit and the Inter-library Loan Unit, are trying to do the work of junior librarians, although they lack professional training or background. The high turnover rate in the Circulation Branch, 37 percent in 1957, has meant that many employees have not remained on the job long enough to develop competence through experience. An upward adjustment in grade structure, especially at the junior professional level, would help overcome these difficulties. (See Topic #1 and Appendix D)

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In addition it would make it possible for the Branch to attract new people with greater initial professional competence. Adjustment in grade structure is not enough, however, and should be accompanied by other measures designed to give employees a better understanding of work standards and a feeling of assurance that the job they are doing is worthwhile and is appreciated. Procedural changes, such as those recommended in this report, which add to the general efficiency of the operation will contribute to the output per individual simply by helping to create a more stable environment.

For the most part, the Branch operates without precise work standards and with loosely defined work methods. Until more formal control of production has been tried, it is not possible to say whether individual productivity can be increased. In connection with the reporting of production under the statistical reporting system proposed by Task Team No. 13, supervisory personnel should devote more time to explaining individual job standards and work methods, not only because of the direct benefit to production but also because of the good effect of morale. Tours of various reference facilities in the Agency and elsewhere would increase the effectiveness of searchers and librarians. One such tour has already taken place and more are being planned. Understanding can also be increased through such means as has been provided by the AHIP Standing Group on IAC Inter-Library Service Relationships.

Group Efficiency

The over-all efficiency of the Branch suffers from many small but quite unnecessary drains on its manpower. Many statistics compiled monthly would be just as useful if prepared on a spot check basis. Some charge records are kept apart from the main files in the service units, requiring searching in two or more places for similar information. The lack of precise standards of service results in occasional wide fluctuations in speed and quality of service, and since the worst examples are the longest remembered, the Library's reputation suffers to a disproportionate degree. All personnel and their supervisors should review their criteria for referring difficult requests to supervisors, rather than letting requests go unanswered for an unreasonable time or run the risk of giving service that is less than could be supplied.

Statistics

Statistics needed by supervisors for controlling Branch activities can be improved by working them into the framework of the "OCR Operating Reporting Program" proposed by Task Team No. 13. Under

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this system reports will be submitted weekly within the Branch at unit and section level. They will be tabulated monthly (on a 4 and 5 week basis) at the branch level. The use of two 4 - week and one 5 - week reporting period will eliminate reporting of partial weeks and will total out to 13 weeks for the quarter. Wherever possible, the reporting terminology should be common among the units and sections to simplify the preparation of consolidated reports at high levels.

Statistical data may be required for purposes other than controlling branch production, for example to support budget requests, to show office-by-office breakdown of loan traffic, or to show length of time in answering requests. Adequate statistics of this nature can be drawn together by a spot check when needed, or if required on a regular basis can be obtained by a sample period of perhaps one week quarterly or semiannually.

Charge Records

Duplicate filing, retyping, and searching in two or three files have been common practice in the charge records. Much of this is unnecessary, and could be eliminated if the indefinite loan files were discontinued and if records arranged by borrower were maintained only for individuals and not for offices.

The term "indefinite loan" is misleading. Nearly all items in this category were purchased with non-library funds and are frequently considered by their holders to be exclusively for their use. In some cases the Library has tried to borrow them for another requester, and has been summarily refused. This the Library has accepted without taking aggressive action to reverse the initial decision and without taking steps to see that unavailable items do not appear in the catalog. On the other hand many materials on indefinite loan are no longer needed by the holder and should be returned to the main collection or disposed of. Under present procedures there is no way to discover such an item unless there is a request for it or the holder happens to return it in the course of housecleaning. (See Appendix H. 4. a.)

Non-Library components with a bona fide indefinite need should be given full custody of the needed materials. Such materials should be purchased with office funds, and custody and accountability should be turned over to the requesting office. Library use of such materials would occur in one of two ways. First, all purchase orders are seen by the Selection Office, who is thus alerted to the value of titles that might otherwise have escaped her attention. Second, if a request for an item cannot be satisfied from the shelves, by inter-library loan or by purchase, the Library can trace it, if it is anywhere in the Agency,

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through the purchase order records in the Acquisitions Branch.

Items held by the CIA Library and needed by a borrower for an extended period should be loaned to him for an extended but not indefinite period. A long term loan period of perhaps four months renewable by signing a reeval form provided by the Library, would provide "indefinite" availability with minimum inconvenience, and at the same time would keep useless or misleading records out of the charge file and would eliminate the present need to look in two charge files.

The Book and Periodical Unit keeps two charge records, one by author and one by borrower. When the "borrower" is an established library unit, with its own procedures for controlling materials in its custody there is no reason to maintain a borrower record in the central file. The record by author is of course an extremely useful tool for locating materials, but in the case of books in branch libraries this is not strictly speaking a charge record but rather an indication of the loaction where the item is shelved. When the indefinite loan category is eliminated, the feasibility should be explored of adding this information to the shelf list card and the main author entry in the central catalog. Numerous other procedures which have a direct or indirect effect on productivity are dealt with in Topic #4 and in Appendixes F and H.

Space

Space is far from adequate in a number of respects. The main collection is badly cramped. Major portions of the collection, such as foreign language publications and scientific materials, are housed apart from the main collection. Customers who are close to one part of the collection are remote from other parts. Searching is hampered because the tools essential for identification are scattered in many rooms and several buildings.

The immediate problem of stack space is dealt with by Task Team No.6, and stop gap proposals are being considered by the Management Staff. Space limitations can be expected to remain, however, at least until the move to the new building.

RECOMMENDATIONS

1. That administrative statistics be simplified; specifically, that data on requesting offices be obtained by spot checks rather than by daily tallies.

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2. That charge records be made more realistic; specifically that the indefinite loan file be eliminated and that a long term loan category be established.

T O P I C #4

"Service is very slow."

CONCLUSIONS

Most types of circulation service are reasonably prompt. However, in a few areas it is intolerably slow. Steps should be taken to improve searching tools and to assure that the Library's holdings are more nearly complete.

FINDINGS AND DISCUSSION

Requests for Materials in Stacks or in Files.

A detailed procedural analysis was made of the entire circulation process within the CIA Library. (Appendix G) For the most part, this analysis, together with discussions with members of the Circulation Branch staff and representative requesters, indicate that requests for fully identified books, periodicals, and documents in the stacks, and documents in the film file are promptly satisfied. Circulation Branch action on "rush" requests is normally completed within 2 hours, including searching and photo-copying as required. A number of procedural weaknesses and inconsistencies have been identified (Appendix H), these have not seriously affected the servicing of individual requests, but have detracted from the overall effectiveness of the Branch.

Unfortunately many items are not in the collection (discussed on pp. TTR/8-15, 16) and many others are difficult to identify. Identification in the case of documents, including large groups of those in the Library's collection, is not complete unless it includes the control number and a storage indicator. For example, many thousands of Department of State despatches are available only on microfilm reels with no internal indexing and in some cases with no direct means of determining the reel number. Similarly, tens of thousands of older documents are in the Records Center, whence they can be retrieved only by a "Job Number" which identifies the carton in which they are stored. In most cases a 2- or 3-step search is necessary to locate them, and frequently searching must take place in records which are organized by an arbitrary

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system, such as storage box number or date of storing. In most cases annotations on source cards would lead directly to the proper file and hence would speed up service.

The collection of "Nodex" material, growing at the rate of approximately 5,000 items per month, is very difficult to circulate. The Nodex category was established for economy. Most of the savings result from the elimination of coding. An abbreviated source card is prepared, saving some typing time, and the filming is done, usually after a year or more, on reels rather than aperture cards. The addition on the source card of the brief subject appearing on the original report would greatly speed identification of reports, and the preparation of aperture cards for all Nodex items, as recommended by Task Team No. 3, would simplify filling and would guarantee an intact file.

Some materials which appear in the catalog turn out to be unavailable for circulation. For example, an excellent collection of several hundred technical books is maintained by TSS a short distance from Washington. These books appear in the card catalog of the CIA Library, but are not available for circulation outside TSS. The situation is even more confusing because the catalog card will carry the code word QMHAT if the first copy of the book cataloged was the TSS copy. A requester who has requested "QMHAT" books and had been refused might conclude that every book so marked would be unavailable. However this is not so, for the catalog will continue to advertise only the unavailability of the TSS copy, regardless of the number of additional copies received in the CIA Library or elsewhere in the Agency. Faith in the catalog and in circulation service would be improved if the catalog contained entries only for titles which are available for circulation. The specialized cataloging needs of other components of CIA should be taken care of by a procedure that will not reduce the usefulness of the main catalog.

Delay frequently occurs because of the necessity to search in many places to determine what serials are received and where they are stored. Unclassified serials can be recorded in the Document Division, in the Source Card File of the Circulation Branch or in any one of the three sections within the Acquisitions Branch. It would be preferable to have each title recorded in only one place, namely the acquisitions unit responsible for procurement from the point of publication. 25X1

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Poor Copy

Circulation service suffers, both in terms of promptness and quality, when it is dependent on poor microfilm. In such cases as blank microfilm frames, serious misfocus, or the copying of very faint or blurred text, the requester may not be able to make any use of the prints supplied or even to read the microfilm. While it would be overly idealistic to say that this problem will ever be eliminated entirely, certain steps should be taken to reduce it to a minimum. None of these suggestions is new, but they have occasionally been lost sight of in the rush of everyday business.

1. Use the best copy for reproduction. Poor carbons or reproduced copies have been used for filming some CIA reports when the original ribbon copy should have been used or a copy reproduced on paper with good contrast (e.g., white paper rather than pink for OO-B reports).

2. Decision on filmability should rest with qualified technicians.

3. Documents difficult to film should be handled separately from run-of-the-mill documents.

4. Quality control should be assured by more critical spot checking.

Requests for Materials out on Loan

Much dissatisfaction with the Library has resulted from inadequate servicing of requests for materials which are already out on loan and overdue. There is a lack of clear understanding on the part of the Library staff and requesters regarding the rights and obligations of library borrowers.

A first step should be the elimination of the indefinite loan file, discussed under Topic #3 (p. TTR/8-12). This would reduce the number of places to be searched to locate materials. Secondly, the definite loan periods should be understood and respected by requesters and Library staff. Many items in the present "definite" loan file have been beyond effective Library control for months and even years. In some cases other borrowers have been waiting without receiving service and without receiving a satisfactory indication when service can be expected. The OCR Handbook, now being prepared should help greatly, by pointing out the obligation of borrowers either to return material or to arrange for an extension of the loan period. During the survey, the Circulation Branch instituted a policy of making two phone recalls and then if the borrowed item has not been returned, taking aggressive

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action with the borrower's supervisor. This should be permanent policy for all units of branch libraries which make loans within CIA.

Requests for Materials not in Collection

The loaning of material to a requester cannot occur until the material is available. Some items not in the collection can be obtained promptly, such as those urgently requested from the Library of Congress - provided of course they can be located at LC - or items available for rush cash purchase. Many others can be obtained by routine purchase, internal loan, or inter-library loan (discussed below, p. TTR/8-16,17). But frequently, expecially in the case of documents, adequate service can be provided only if the item is in the collection at the time of the request, and is in usable condition. During a one week test, 11 percent of all requests were delayed because materials were not in the collection.

A general defect in the document collection is the delay in receipt of aperture cards. Study of a random sample of 239 aperture cards received from 10 to 17 January 1958 showed an average of 10 days between the time a document is received in the Document Division and the aperture card is received in the Circulation Branch. For technical reasons some documents are processed on 35mm "C" reels rather than aperture cards. The normal delay of these reels varies from a few days to more than a month, averaging just under two weeks. During this interim, requests must be satisfied by determining the batch number from the receipt log in the Document Division, and then locating the correct batch. If the batch is being filmed, a third step is involved.

The proposal by Task Team No. 3 that one hard copy of each document be sent immediately to the Circulation Branch would be a good solution. One copy of each CIA and State report could be made available from the quantities currently received. The few documents from CIA and State not available in sufficient copies should be processed within 48 hours. Defense Department reports would present more serious problems as only 4 - 7 copies are received and many requests to increase the number have been turned down. An alternative solution would be to retain for approximately two weeks the processing copies which are now destroyed when filming and coding are completed.

Another constant cause of delayed service is the failure to receive enclosures with field reports. Special filming arrangements have reduced the number of enclosures missing from State and Air Force reports, but there were still 26 requests for State enclosures during March 1958, and only 2 of these had been obtained by 8 April 1958. A more forceful approach should be made to IAC member agencies for the automatic forwarding of enclosures to CIA.

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Equally annoying and less easy to explain are the delays and occasional gaps in CIA report series. Regular series arrive, in aperture card form, in about 10 days after issuance. Circulation service in the interim can be provided only by such roundabout means as searching documents in process, borrowing the file copy from the issuing office, or tracking down a dissemination copy by going to likely recipients and asking if they happen to have one. When the chief value of a CIA report lies in its attachment, it is customary for the covering report to say that the "attachment" is on file in the CIA Library, even though the "attachment" is routed to other offices before the CIA Library can establish control over it.

Generally speaking, single copy items should be filmed. If this is impossible or impracticable, then the original should go from the Document Division to the Circulation Branch before being routed anywhere else.

As an example of permanent gaps, certain OO Reports have been assigned seven digit IAC control numbers, but have never received full dissemination. Either by word of mouth reference or by transposition of digits in a report number, the Circulation Branch receives requests for such reports, citing the IAC control number. If the report has been issued, a copy should be in the CIA Library; if it has not been issued or is available only through special channels, a note to that effect should appear in the Source Card File in the Circulation Branch.

Circulation service on FBIS cards is quite impossible. No file is maintained by card number, and the only subject file is a partial one in the Industrial Register, the existence of which has never been made known to researchers. Without a large scale survey it is not possible to determine whether the lack of retrievability of FBIS cards is the cause or the result of the extensive filing of these cards by researchers.

Inter-library Loans

The speed of borrowing from other libraries cannot be considered acceptable for the needs of an intelligence agency. Shortly after the Consultants submitted their report, a review of 823 requests for loans from other libraries showed that the average processing time within the CIA Library was 14.5 calendar days, and that the average processing time in the other library was 20.6 days (Appendix I). Some requests have gone unsatisfied for a year or more without effective follow-up. Some improvement has already been achieved in reducing the internal processing time, and the procedural recommendations in Appendix H should also help, but a significant reduction of processing time in the loaning library will result only from closer working relations among libraries. Specifically,

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it is essential that a knowledgeable representative of the CIA Library pay frequent visits to each of the major libraries holding materials that CIA needs but does not have.

The proposals under Topic #1 for the assignment of trained librarians to the Inter-library Loan Unit should lead to several indirect savings of time. For example, the Search Unit would no longer feel obligated to delay a request until three likely sources had been listed; in many cases one or two obvious sources could be listed at once and the request could then be sent to the Inter-library Loan Unit for processing. If the initial suggestions of the Search Unit failed to provide the requested material, the Inter-library Loan Unit could be expected to show greater initiative in trying other sources without the delay of sending the request back to the Search Unit or the totally unsatisfactory alternative of simply giving the requester a negative reply. The Inter-library Loan Unit could also be expected to play a more active role in deciding that borrowing will not provide adequate service and therefore that requested material should be purchased.

RECOMMENDATIONS

1. That circulation procedures be simplified (TTR/8--Appendix H).

2. That loan periods be more realistic; specifically, that a loan period of four months be used when appropriate, and that all materials on loan be either returned or renewed before the expiration of the loan period.

3. That appropriate steps be taken to reduce the delay in availability of intelligence information reports; specifically, that processing time for CIA Library copies be greatly reduced, and that action be taken at a high level to assure receipt of certain materials that fail to reach CIA on regular dissemination.

4. That all documents bearing an IAC control number be covered by a source card, even if the report was never formally issued; if the report required special handling, the source card should be annotated to show how authorized requesterscan have access to it.

5. That card catalogs contain only cards for books which are available to the users of the catalogs; specifically, that titles available exclusively within TSS, OTR, and the office of the DCI not appear in catalogs used by general Library users.

6. That all Nodex documents be available on aperture cards.

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7. That searching tools be made more complete and easier to use; specifically, that an official record be established for each serial title, and that whenever feasible source cards be annotated to show location of documents.

8. That wide discretion be assigned to Chief, Circulation Branch to purchase or reproduce materials when this appears the best method of servicing a request.

9. That custody of and accountability for materials purchased with other than CIA Library funds be the responsibility of the purchasing offices.

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TTR/8-19

List of Appendixes to Report of Task Team No. 8

A. Organization of Circulation Branch, CIA Library as of May 1957.

B. Organization of Circulation Branch, CIA Library -- Interim Proposal.

C. Organization of Circulation Branch, CIA Library -- Long Range Proposal.

D. Memorandum: Table of Organization for Circulation Branch.

E. Memorandum: Topic 1: Assertion by the Library Consultants that the Circulation Branch is Overorganized.

F. Responsibility for Processing Inter-Agency Requests for Retention Copies of Specific Publications.

G. Circulation Branch, CIA Library. Procedures for Processing Loan Requests, as of March 1958.

H. Circulation Branch, CIA Library. Recommended Procedural Changes.

I. Loans to CIA from other Libraries: Average Processing Time in Calendar Days.

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CIRCULATION BRANCH CIA LIBRARY

/Abolished positions in brackets/
New positions underlined

Title	Slot No.	Grade Authorized	Grade Proposed
Branch Chief (Librarian)	421	13	13/14
/Info Control Officer/	1041	11	11
/Librarian/	429	7	7
/Library Assistant/	910	5	5
Secretary, Typing	422	5	5/6
REQUEST SECTION /Control Section/			
Librarian	950	11	11/12
Librarian (Document)	83	9	9/11
Librarian (Book & Per.)	83.01	9	9/11
Librarian	687	7	7/9
Librarian	687.01	7	7/9
Librarian	719	5	5/7
Librarian	719.01	5	5/7
Librarian	719.02	5	5/7
Librarian	719.03	5	5/7
Librarian	719.04	5	5/7

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Title	Slot No.	Grade Authorized	Grade Proposed
Source Card Unit			
Library Assistant	679.01	5	5/6
Library Assistant	440	4	4/5
Library Assistant	440.01	4	4/5
CHARGE SECTION /Services Section/			
Librarian	82	12	12/13
Librarian	428	9	9/11
Clerk	708	4	4/5
Inter-library Loan Unit			
Librarian	670	7	7/11
Librarian (IAC Desk)	671	5	5/9
Librarian (Non-IAC Desk)	671.03	5	5/9
Librarian (At LC)	919	5	5/7
Library Assistant	671.01	5	5
Library Assistant	671.02	5	5
Book and Periodical Unit			
Librarian	898	7	7
Library Assistant	899	5	5/6

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Title	Slot No.	Grade Authorized	Grade Proposed
Book and Periodical Unit (continued)			
Library Assistant	446	4	4/5
Library Assistant	446.01	4	4/5
Library Assistant	446.02	4	4/5
Document Unit			
Librarian	424.02	-	9
Info Control Assistant	676	7	7
Info Control Assistant	679	5	5/6
Photostat Supervisor	912	6	6
Photo Operator & Lib. Asst.	913	5	5
Photo Operator & Lib. Asst.	913.01	5	5
Photo Operator & Lib. Asst.	913.02	5	5
Photo Operator & Lib. Asst.	913.03	5	5
Photo Operator & Lib. Asst.	914	4	4/5
Photo Operator & Lib. Asst.	914.01	4	4/5
BRANCH LIBRARIES SECTION			
Librarian	1064	12	12
Librarian (Training)	1065	11	11
Librarian (Training)	424.01	9	9

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Title	Slot No.	Grade Authorized	Grade Proposed
BRANCH LIBRARIES SECTION (continued)			
Librarian (Training)	424.03	9	9
Librarian (Training)	425.01	7	7
Library Assistant (Training)	953	5	5
Librarian (K)	1066	11	11
Librarian (K)	424	9	9
/Librarian (K)/	424.02	9	-
Librarian (K)	425	7	7
Library Assistant (K)	953.02	5	5
Librarian (Scientific)	1067	9	9/11
Librarian (Scientific)	425.02	7	7/9
Library Assistant (Scientific)	953.01	5	5

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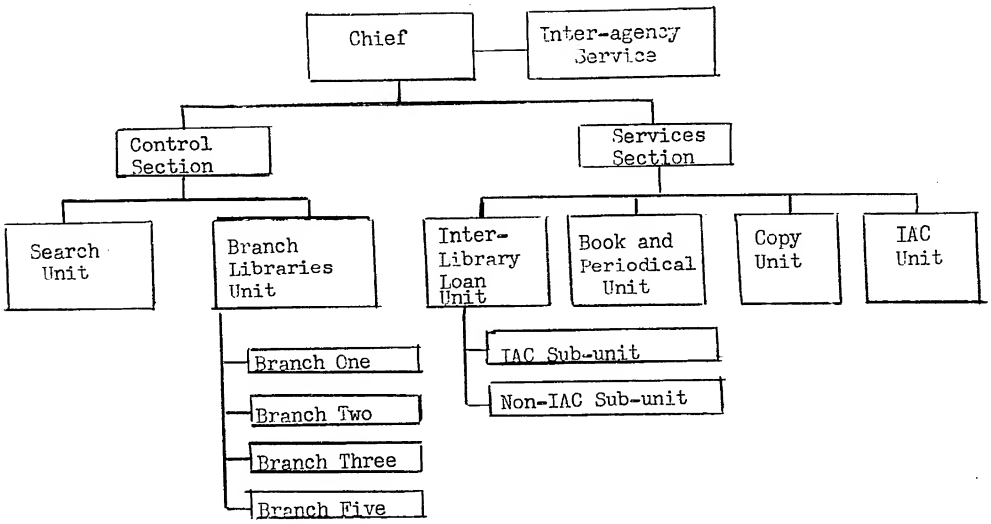

Organization of Circulation Branch, CIA Library as of May 1957

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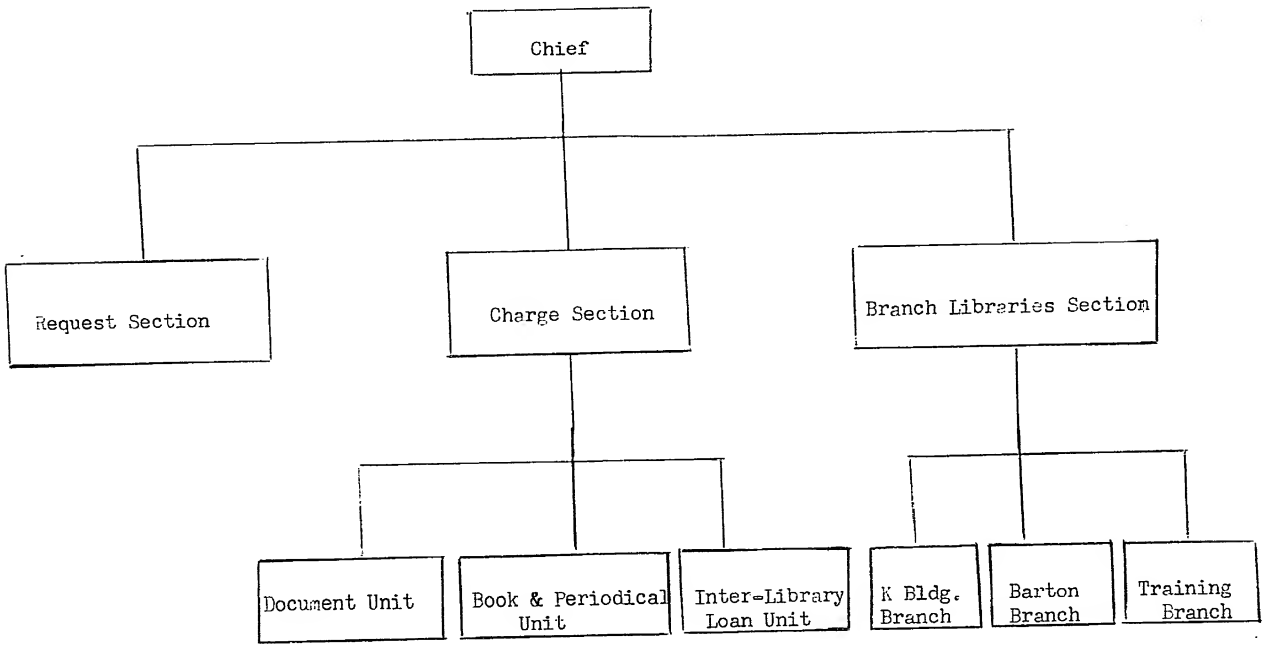

Organization of Circulation Branch, CIA Library -- Interim Proposal

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TMR/8-Appendix B

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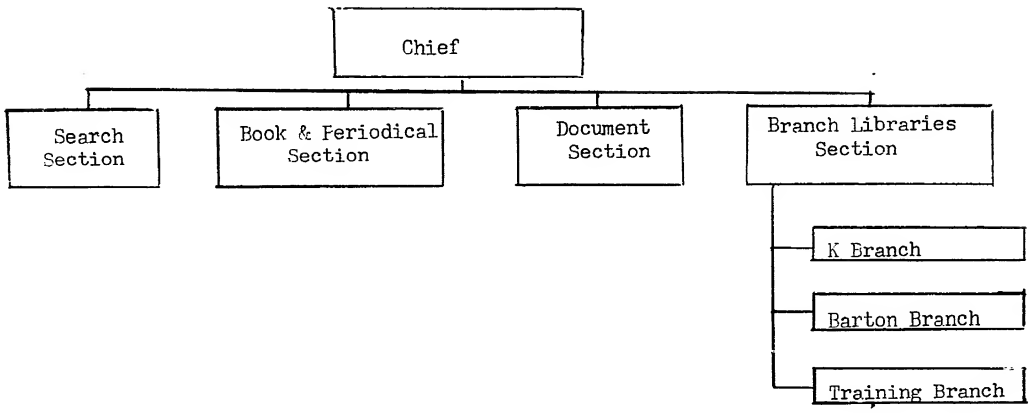

Organization of Circulation Branch, CIA Library -- Long Range Proposal

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TTR/8-Appendix C

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TTR/8-Appendix D

25 February 1958

MEMORANDUM FOR: CIA Librarian

SUBJECT: Table of Organization for Circulation Branch

1. For the past two months and a half I have been serving as Acting Chief of the Circulation Branch, and also as Chairman of Task Force Eight, dealing with the effectiveness of Circulation in the CIA Library. Concurrently I have, as Deputy CIA Librarian, been in a position to observe all CIA Library operations and, to a lesser degree, those of all OCR. It is my opinion that the general pattern of organization is sound, but that service suffers because of certain inequities of grade and lack of clearly defined limits of responsibility in a few areas.

2. Attached is a proposed Table of Organization for Circulation Branch. Although it calls for three less positions than the present T/O, I believe that the level of service would actually be improved. If maximum efficiency can be obtained in all operations, it might be possible to make still further reductions in the total strength, but this is not recommended since an increased workload is expected in some areas.

3. Two areas will be significantly strengthened by the realignment of existing positions. The one (428), Assistant to the Chief, Service Section, would draw together the expertise and action responsibility of the entire Branch in planning and utilizing equipment and systems for document storing and handling. He would also be available for similar work throughout the CIA Library and would coordinate closely with Administrative Staff, Management Staff, Office of Logistics, etc. The precise grade level cannot be determined at this time. The other (424.02), Head of the Document Unit, would be responsible for achieving maximum coordination among units whose task is growing in volume and complexity.

4. Within the Request Section (formerly the Control Section) the supervisory relationship of the Section Chief to the Source Card Unit would be analogous to that of the Chief of the Catalog Section to the Catalog Maintenance Unit.

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5. The Inter-library Loan Unit would absorb the liaison function presently attached to the Branch Chief. This should result in closer coordination between procurement on loan and procurement for retention. The increased grades would provide for personnel qualified to deal directly with other agencies.

6. This proposal will be considered by the Task Force on Circulation, and related proposals will probably be contained in the Task Force report. In the meantime, it is requested that the proposal receive tentative administrative endorsement so that imminent assignments may be acted upon in the light of the entire proposal. 25X1

JAMES G. CHANDLER
Acting Chief,
Circulation Branch

Attachment: Proposed T/O, Circulation Branch

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TTR/8-Appendix E

1 April 1958

MEMORANDUM FOR: Chairman, OCR Task Team No. 8

SUBJECT: Topic # 1: Assertion by the Library Consultants that the Circulation Branch is Overorganized

1. The Consultants were correct. At the time of their survey, there were 16 organizational units in the Circulation Branch. (See Appendix A.)

2. It is proposed that the Branch be reorganized into eight organizational units. (See Appendix C).

3. The proposed realignment of functions is as follows:

a. Search Section:

(1) Retain and strengthen the functions of initial receipt, identification and routing of requests.

(2) Retain the function of locating missing items but decentralize their procurement.

(3) Create new and expand existing search and identification aids.

(4) Add the source card file and its maintenance clerks (now in Copy Unit).

b. Book and Periodical Section:

(1) Combine in this section the functions of loaning books and periodicals from the OCR collections and of borrowing books and periodicals from other libraries (now done in the Book and Periodical Unit and the book group of the Inter-library Loan Unit).

(2) Strengthen existing inter-library loan channels and develop new ones.

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c. Document Section:

(1) Combine in this section the functions of supplying loan or retention copies of documents from the OCR collections or by inter-library loan. This combines the work now done in the Copy Unit, IAC Unit, the Inter-agency Services group, and the document part of the Inter-library Loan Unit.

(2) Integrate the procurement of loan and retention copies from other agencies and libraries.

(3) Strengthen existing inter-library loan channels and develop new ones.

d. Branch Libraries Section:

(1) Bring this function, essentially unchanged, closer to the branch chief by eliminating a supervisory layer. (This has already taken place.)

(2) Place the small J Building Branch Library under the control of the Barton Branch Library.

4. The major advantages of the proposed organization are:

a. The chiefs of the two processing sections -- Book and Periodical; Document -- would have full responsibility for supplying items either from OCR collections or by inter-agency loan and must develop proficiency in both areas. This integration would facilitate decisions for the extention of the OCR collections and the purchase of items for specific requests in the areas of poor inter-library loan service.

b. By assigning more functions and responsibilities to the proposed section chiefs, their grades can be raised. This is essential to proper development of inter-library and inter-agency service.

c. A supervisory layer is eliminated.

d. There will be less intra-branch routing of requests with two processing units instead of five.

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e. As the knowledge and working tools of the branch are increased, it will be possible to transfer work areas from the Search Section to the two processing sections, which should speed the handling of requests. This will reverse the present tendency to reduce the work of the processing units to mechanical routine and centralize decision-making in the Search Unit. 25X1

Executive Assistant
Management Staff

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Responsibility for Processing Inter-Agency

Requests for Retention Copies of Specific Publications

Background

When Liaison Division was reorganized in November 1956, the responsibility for procurement of Air Force and State Department intelligence publications was transferred to the Library. One GS-11 position was also transferred. It was agreed to transfer the responsibility for procurement of intelligence publications from Army, Navy, and non-IAC agencies from Liaison Division to the Library as soon as the Library could absorb the work load. This further transfer had not been effected pending clarification of need for and availability of personnel to do the job. The transferred GS-11 was placed in the Office of the Chief, Circulation Branch and was assigned one GS-7 and one GS-5. The GS-7 position has never been filled. This group was placed physically with the Inter-library Loan Unit and has devoted the majority of its time to the routine procurement of retention copies of documents from the State Department, Air Force, and the Rand Corporation. As requested, the group has also procured and supplied additional retention copies of CIA finished intelligence to all IAC agencies (initial dissemination is the responsibility of Document Division). The Inter-library Loan Unit manages all loan requests both to and from other libraries. The Chief of the Inter-library Loan Unit is a GS-7. Neither the "retention group" nor the Inter-library Loan Unit spends much time developing, strengthening, and extending its channels. The basic responsibility of the Document Division is the receipt and initial dissemination of all intelligence publications received by CIA and all CIA produced intelligence publications. It also effects any changes in requirements for initial dissemination of intelligence publications.

The Special Control Branch of Document Division is responsible for the supplemental distribution of top secret materials, National Intelligence Estimates and National Intelligence Surveys. It also handles initial and supplemental distribution of CIA finished intelligence

25X1

Findings and Conclusions

1. The distinction between requests for retention copies and loan copies is artificial and should be discontinued. Many of the loan requests received by the Inter-library Loan Unit are filled by retention prints from aperture cards. Often the same channels are used to obtain either a loan or retention copy.

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2. There has been some attempt, mostly by the "retention group," to make another artificial distinction -- between the service of supplying documents to an agency and procuring documents from the agency. The same work unit should do both.

3. The plan to transfer the document procurement function from Liaison Division to the Library was sound and the remainder of the plan should be executed.

4. It was a pro tempore decision to attach the "retention group" to the Office of the Chief, Circulation Branch. The function belongs in the Inter-library Loan Unit. Most of the work is routine.

5. The Inter-library Loan Unit should take positive action to increase its effectiveness. Loan delays must be reduced. (Appendix I) Liaison activity with other agencies is essential to identify and eliminate bottlenecks. This is the proper area of responsibility for a GS-11.

6. The supplemental distribution of top secret documents and National Intelligence as well as the initial distribution can be handled in the Special Control Branch, Document Division more economically than would be possible if the supplemental distribution were assigned to the Library.

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Circulation Branch, CIA Library

Procedures for Processing Loan Requests As of March 1958

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CHART I. Processing CIA Requests for Hard Copy Documents

Operations	CIA Requester	Search Unit	IAC (Hard Copy) Unit	CIA Non-Library Sources

A. MAKE LOAN

1. Requester writes request. (or phones it and Search writes the request (310).
2. Search
   a. Receive, time stamp, sort & count by office, sort by source.
   b. Search & post id. to 310. If involved, attach 93.
   c. If non-Ly material, count and send out.
   d. If Rush, log & expedite.
   e. If not in Ly, request it & hold 310.
3. IAC
   a. If Rush, log & expedite.
   b. Pull document, due date 310. Staple 310-3 to Out Card, Staple 310-2 to document. If Rush, post log, send 310-5 to Search.
   c. Package, courier receipt & send document. Or phone requester to pickup.
   d. Sort 310-1 by office & count
4. Search
   a. If Rush, log out 310-5.
   b. File 310-1 (and-5 if not Rush) by requester.

B. FOLLOW UP

(Only to fill another request.)

5. IAC
   a. If Out Card is in file:
      (1) If overdue, phone recall & flag.
      (2) If not due, Flag only.
   b. If Out Card not in file.
      (1) Search Mail Room & Truck
      (2) Ask Search to get document from Doc. Div.
      (3) Hold 310.
6. Search
   a. Phone requester, explain delay.
   b. File 310 in Flag Box, no order.
   c. Daily (?), follow up on overdue items.

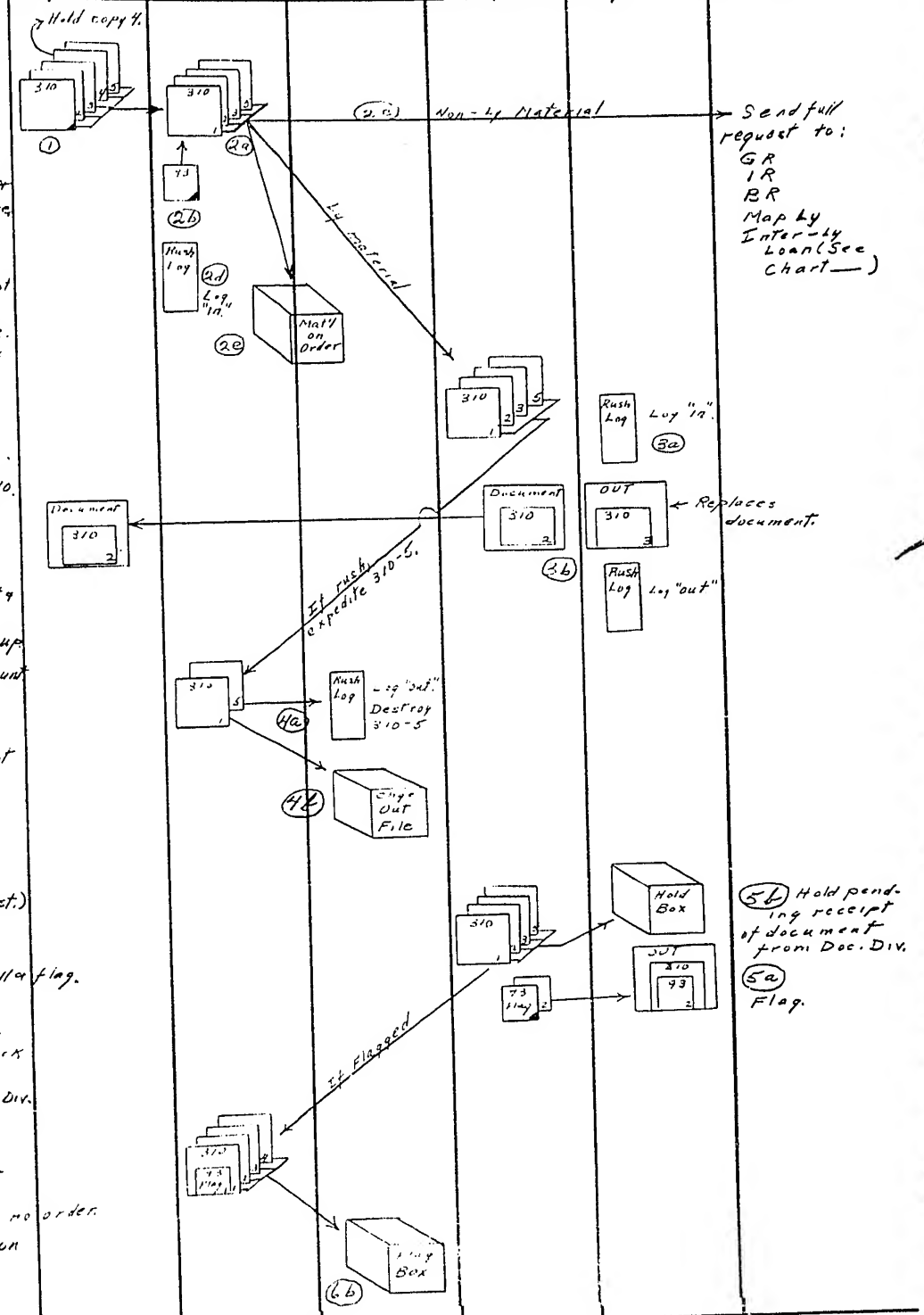

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CHART II A Processing CIA Requests for Photocopies — Negative in the File

Operations		CIA Requester	Search Unit	Copy Unit	Other
A. Requester writes request. B. Search receives, searches and identifies; logs if Rush, sends to Copy.	See Chart I for details.				
C. Copy 1. Sort into C & D requests. 2. For D Requests: a. Count total and time stamp. b. Sort by document number. Expedite Rush. c. Pull Aperture Cards, insert pink Out Cards. d. File by date, pending reproduction. e. Pull a group. Make prints. f. Review. Staple 310-3 to prints. Post production to bottom of 310-1. g. Package, courier receipt & send prints. OR, phone requester to pick up. h. Count & post production. i. File 310-1 by office & stamped date. j. If State document, file 310-2 in State File, no order. k. If Rush, 310-5 to Search. (They post to log & destroy 310-5.)					
3. D Requests from Intellofax Runs: Form A (non-State, in duplicate) or B (state, triplicate) received either in Search or in Copy. No action taken in Search. Forms often prepared for requester from the marked 'Fax tapes. Processing same as above.				Copy 1 — use like 310-1. " 2 - " " 310-3. " 3 - " " 310-2.	
4. C Requests: a. Pull reel. (No "out" record in reel file.) b. If 30 Pages or Less: (1) Mask film. Send to Mach. Div. with 310-5. (2) File rest of 310 by C-Reel category. (3) Prints made in Mach. Div. and returned. (4) Pull 310, send 310-3 & prints to requester. (5) Stamp 310-1 "Completed." ~~Count by office.~~ (6) File 310-1 by office in Statistics (Stix) file. (7) Destroy rest of 310. c. If over 30 Pages: Copy Unit Chief or Deputy Branch Chief phones requester & offers viewing or an earphone. (1) If He Will View in Copy Unit: Reel is held for him. When he finishes, refile reel, file 310-1 by office in Stix file and destroy other copies.					

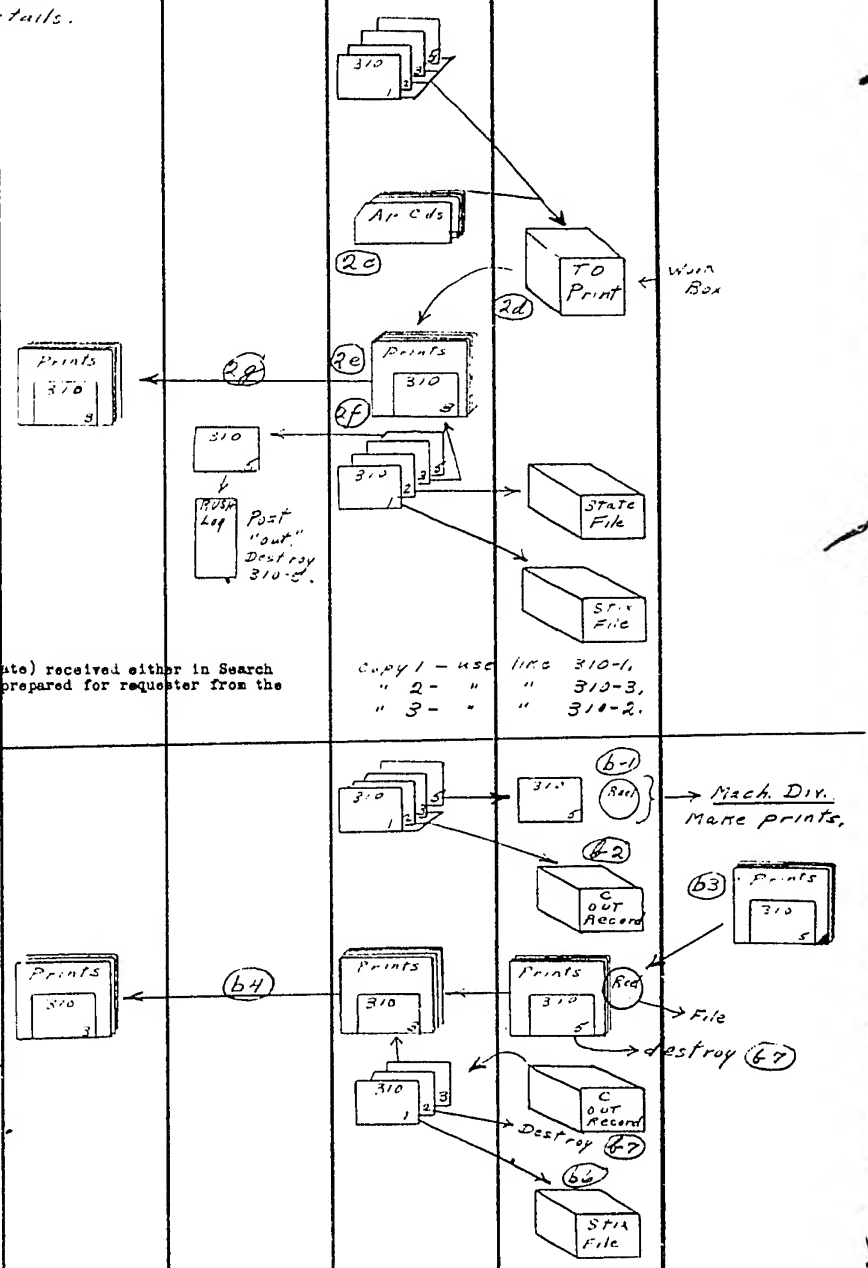

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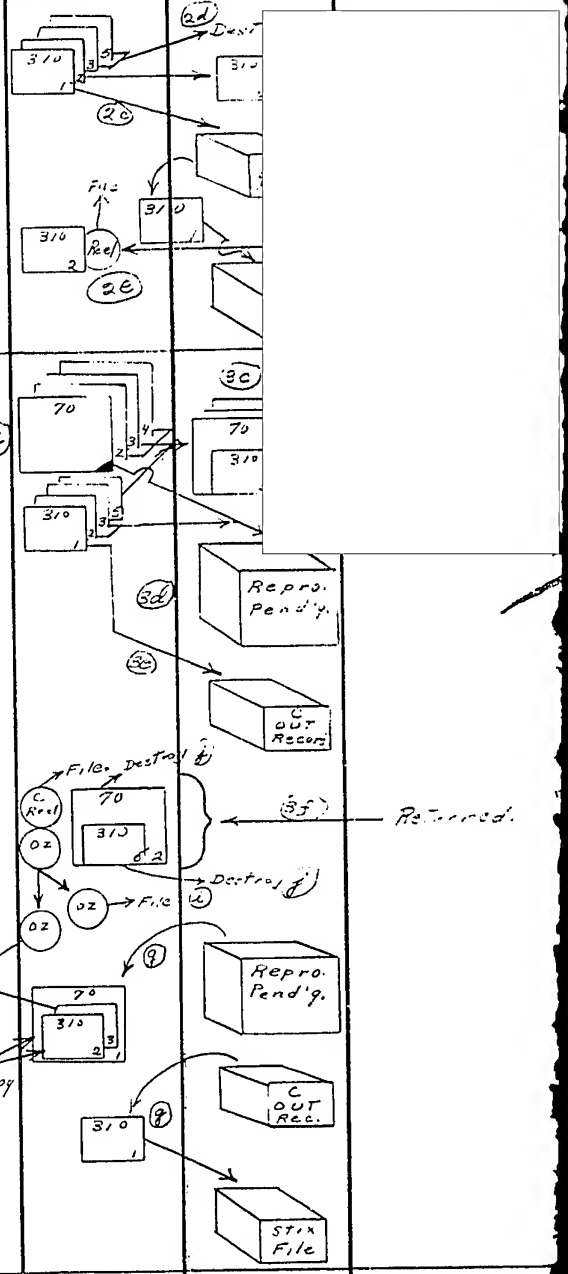
Exhibit #A Processing CIA Requests for Photocopies — Non-Stix File

	CIA Requester	Search Unit	Copy Unit	Stix File
(2) If He Will View in a Branch Library: (a) Write "Loan", due date, & reel number on 310. (b) Send 310-3 and reel to Br. Ly. (c) File 310-1 in C Out Record by C reel category. (d) Destroy other copies of 310. (e) When reel returned, refile it, pull 310-1 and stamp it "Completed," file it by office in the Stix File. (f) Follow up overdue items once a month; place 310-1 on end in back of C Out Record file.				
(3) If He Requests an Ozaphane: (a) Check ozaphanes on hand. If they fill the request, skip to step (g). (b) Make Printing Requisition Form 70. (c) Send reel, 310-5, and 70-2,3,4 to Printing Services Division, CL. (d) File 70-1 & 310-2,3 in Repro. Pend'g. File by Form 70 number. (e) File 310-1 in C Out Record (orig. only — and not marked "loan" — means sent to PSD). (f) Receive ozaphane, reel, & 70-2 & 310-5. (g) Pull 70 & 310 from Repro. Pend'g. File and from C Out Record. Stamp 310-1 "completed" & file in Stix File by C category by office. (h) Cut out ozaphane material wanted (entire reel has been reproduced), put on a reel and send to requester with 310-3. (i) Splice remaining ozaphane and file. (j) Destroy 310-5, 310-2 and Forms 70.				
(4) If Prints Are Required: Tape C reel and order prints from Printing Serv. Div. Procedure is same as step (3) directly above.				



CONTENTS OF STIX FILE OF FORMS 310-1:

D requests,-by office
C requests, viewed (sort by office at end of month).
C prints and ozaphanes- by office

Count monthly for report. Then bundle. Retire annually.

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CHART II.B Processing CIA Requests for Photocopies—Negative Not in File

Operations

A. Requester writes request.

B. Search receives, searches, and identifies; logs if Rush; sends to Copy.

C. Copy
1. Sorts into C & D Requests.
2. For D Requests:
   a. Count total and time stamp.
   b. Sort by number. Expedite Rush.

   c. Check File. Aperture Card is missing.
      (1) If Pink (Out) Card Is in File:
         (a) Hold 310 one week. Recheck file daily (1) If Rush, search for it (should be in process in the room).

         (b) After one week, FLAG this: Post to a blue IBM card the control no., charge no., & date. File blue card with pink card. Mark 310 "Flagged" and send to Search.

Search (c) File 310 in Flag File Box by charge no.

Copy (d) When aperture card is received for refiling, pull Flag Card & send to Search. Place aperture card in Hold Box.

Search (e) Pull 310 from Flag File Box & return to Copy with Flag Card.

Copy (f) Pull aperture card from Hold Box, destroy Flag Card, and process request.

Search (g) Concurrently with step (d) above: At least once/week, check aperture card file. If present, return 310 to Copy for action; if not, refile in Flag File Box.

         (h) In about 2 weeks (not over 4 weeks), if aperture card still missing, give 310 to Chief, Services Sec. who follows up to get a duplicate. He checks, as appropriate, with Doc. Div., Records Center, or with originator to borrow hard copy to make a new aperture card. 310 then given to Copy to process.

Copy (2) If There Is No Pink Out Card:

         (a) Search through unfiled ap. cards (new and old returns) and Hold Box (step (1) (d).

         (b) Flag-- as in step (1) (b) and send 310 to Search.

         (c) Repeat steps (1) (c) through (1) (h).

3. For C Requests:

   a. Check C Out Record. If reel is in process, hold in Pending Service File (no sequence).

   b. If no "out" record, and is a new reel, hold in Pending Service File "a few days," then request it from Mach. Div. If Rush, request at once.

   c. If reel is lost, report to Chief, Services Section. He will get a duplicate from Records Center and report loss to Security Office.

Search Unit / Copy Unit

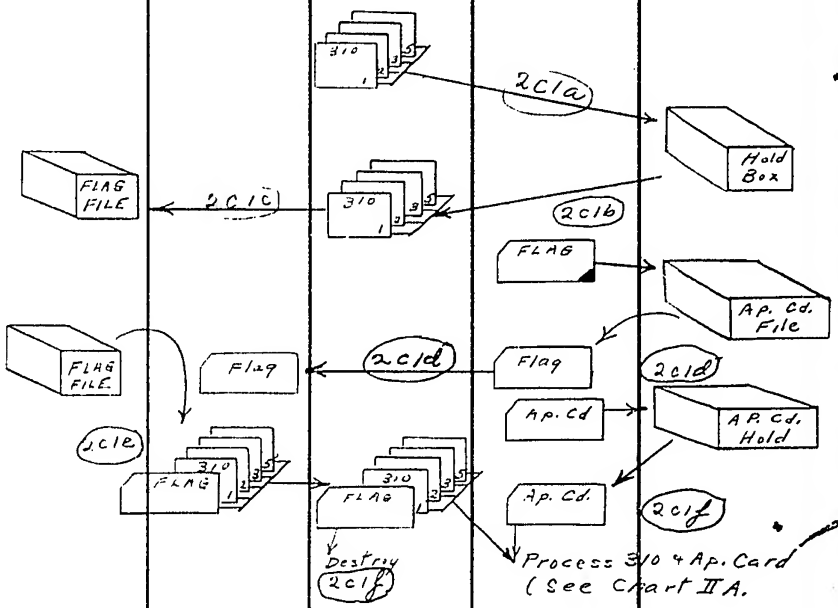

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CHART III Processing CIA Requests for Books

Operations	CIA Requester	Search Unit	Book & Periodical Unit

A. RECORDING INDEFINITE LOANS

1. Requester Writes Purchase Order, Form 815.

2. Search
   a. Receives Library Purchase Order.
   b. Checks catalog. Post call no. (if any) to 815.
   c. If there is a call no., go to B & P and check stacks.
      (1) If 2 copies in stacks, ask B & P Chief if one is enough. If answer is yes or if more than 2 copies are in stacks, pull one, attach 815-3 to book and place in Indefinite Loan Box.
      (2) If book is not obtained, process 815 as a purchase order. See Chart

3. B&P Unit
   a. Book Loaned From Stacks:
      (1) Take book and 815-3. Make Cross Reference Slip, form 207 by typing: author, title, call no., borrower's name, room & building, office, extension "indefinite", and date.
      (2) Send book & 207-5 to requester via office control officer, if any.
      (3) File 207-1 in Indefinite Loan File, by author.
      " 207-2 " " " " , by borrower.
      Destroy 207-3 & 207-4.

   b. Accountable Book Purchased for Requester:
      (1) Book and 815-3 received from Acquisitions Br. via Catalog Section.
      (2) Repeat steps a(1) - a(3) except, before filing 207-1, sort & count by office.
      (3) Accountable books purchased for OTR are recorded on the Shelf List by Catalog Section, Acq. Br. and are not processed as indefinite loans.

B. PROCESSING A LOAN REQUEST - BOOK IS ON HAND

1. Request, Form 310 is received from Search (See Chart I, 1-2). Also received in B&P by phone; get call no., check availability and, if on hand, write Form 310.

2. B&P Unit
   a. Locate and pull book, by these steps in this order:
      (1) Check stacks.
      (2) Recheck catalog, find what collection book is in. Check there.
      (3) Call Catalog Sec., give call no. and ask if book is in Reference Br. or Training Br. Ly. See Part C.
      (4) Search Definite Loan File.
      (5) Search Indefinite Loan File.
   b. Charge Out Book:
      (1) Enter due date on 310.
      (2) Stamp 310-2 "For Loan Information on this Item-Call Ext. 6708" and attach to book.
      (3) Stamp current date on back fly leaf of book.
      (4) Make & attach route slip, send book to requester.
      (5) Hold 310-1 and count daily (by office if 310 came from Search, total only if 310 originated in B&P).
      (6) File 310-1 in Definite Loan File by Author.
      (7) Send 310-3,4,5 to Search.

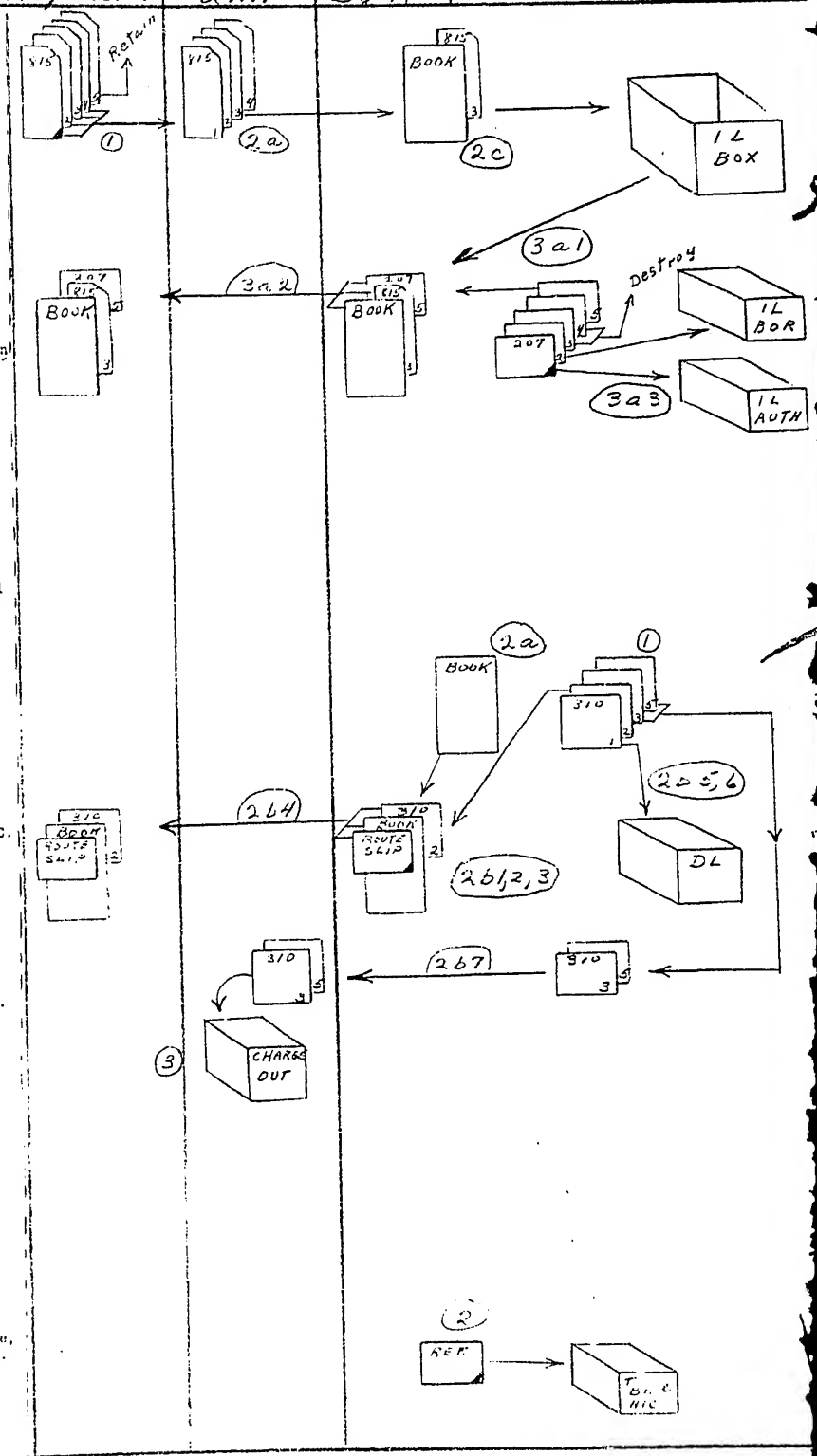
3. Search files 310-3,4,5 in Charge Out File by requester.

C. PROCESSING A LOAN REQUEST - BOOK IS IN REFERENCE BRANCH OR TRAINING BRANCH LIBRARY

B&P Unit

1. If in Reference, phone requester & refer him there. Hold 310 for a day. If Ref. approves a loan, follow change-out procedure in step 2 below except write "Return to Ref." on 310-1 and send 310-2 to Ref. Br. which manages its own recalls.

2. If in Training Branch Library:
   a. Make a 3x5 slip showing: change no., author, title, call no., requester's name, "Request Sent to Trng. Br.," and date. File in "Sent to Branches & HIC" File by author.
   Send 310 to Training Br. Ly.



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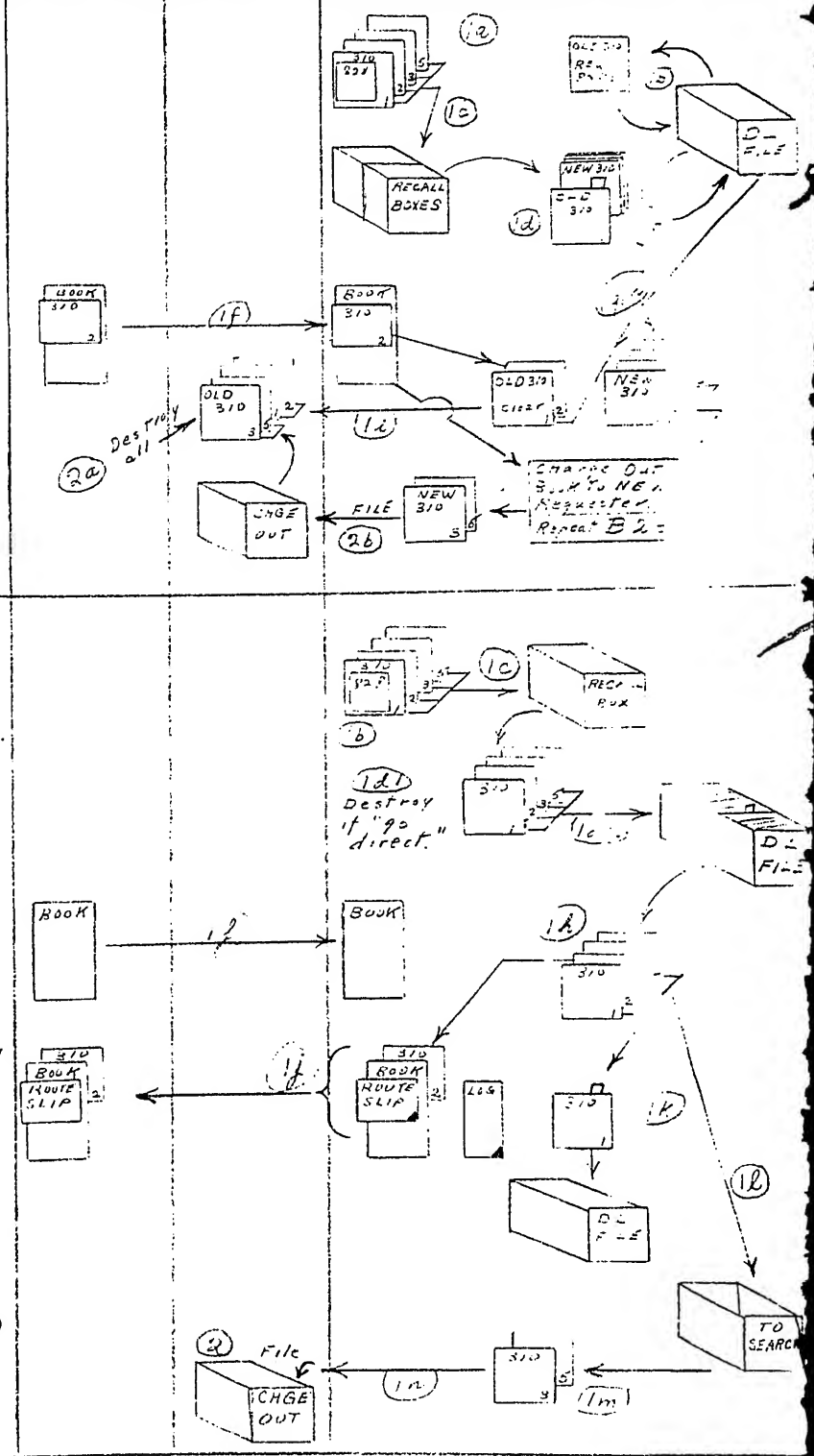
PART III Processing CIA Requests for Books

Operations	CIA Requester	Search Unit	Book & Periodical Unit



D. PROCESSING A LOAN REQUEST - BOOK IS ON DEFINITE LOAN

NOTE: Books are recalled only to fill another request. This procedure follows after Part B, step 2a(4).

1. B&P Unit
   a. Attach B&P Search, Form 828 to 310. Enter "O" for sources searched. Search Definite Loan File. If book not on DL, go to Step E. If book is on DL:
   b. Check (✓) the "DC" box on 828 (definite charge- same as DL). Also post to 828 present borrower's name & extention, due date or "overdue." Write "Request Pending" on old 310 and refile it.
   c. Place 310 in Pending Recall Box or Overdue Recall Box.
   d. Phone recalls when due or overdue. Post recall date to 828. Pull & flag old 310-1 with due date and date recalled; refile it with new 310 behind it.
   e. Every few days, search DL File, pull overdue flagged items, phone again, post new recall date to flag; refile.
   f. Book is returned.
   g. Check attached 310-2 to book title to verify it is correct 310. If no 310-2 attached, hold book a few hours; it may be on another returned book.
   h. Remove 310-1 from DL File, note it is marked "Request Pending" & pull new 310 (filed behind old 310-1).
   i. Staple old 310-1 and returned 310-2 (if any) together, write "Clear" on 310-1 and send to Search.
   j. Charge Out Book. Repeat step B2b.

2. Search
   a. File new 310-3,5 in Charge Out File by requester.
   b. Take old 310-1, pull matching 310-3,5 from Charge Out File and destroy all copies.

E. PROCESSING A LOAN REQUEST - BOOK IS ON INDEFINITE LOAN

NOTE: This procedure used only if preceding steps fail to produce a copy of book. This procedure is similar to Part D and is keyed to it by step numbers.

1. B&P Unit
   a. Check IL File. Book is on IL.
   b. Prepare Form 828, enter "O" for other sources searched and ✓ IC (indef. charge, or loan). Staple 828 to 310. Post to 828, present borrower's name & extension. If several copies are on IL, post all borrowers to 828. If any borrower is near the new requester, write "Go Direct" beside borrower's name.
   c. Place 310 in Overdue Recall Box.
   d. Phone IL borrowers and ask to borrow back the book. Start with "Go Direct" names. If refused, post date and reason on 828. Stop with first assent; post date to 828.
      (1) If a "Go Direct" assents, phone requester to go directly to IL borrower; destroy the 310.
      (2) For others, post on 310-1 "Return to (name of IL borrower)." Flag the 310 with called date & file by author in DL File.
   e. Repeat phone follow-up procedure of Part D, step 1e.
   f. Book is returned from IL borrower.
   h. Search DL File, remove the requester's 310. Remove flag. Do not remove the record in the IL File.
   j. Log the borrowed IL book. Post due date to 310. Pull 310-2, stamp, clip inside book's cover. Prepare and attach route slip; and courier receipts, if required. Send to requester.
   k. Flag due date on 310-1 & file in DL File by author.
   l. Put 310-3,5 in "To Search Unit" box.
   m. Count and tally-- same as Part D, step 1m.
   n. Send 310-3,5 to Search.

2. Search
   File 310-3,5 in Charge Out File by requester (same as D2a)

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PART III Processing CIA Requests for Books

Operations	CIA Requester	Search Unit	Book & Periodical Unit

F. PROCESSING RETURNED BOOKS

1. A Returned Definite Loan:

a. B&P Unit

(1) Check attached 310-2 to book title to verify it is for that book. If none attached, hold book a few hours; 310-2 may be on another returned book.
(2) Remove 310-1 from DL File and mark it "Clear." If the 310-1 says "Return to ____," post book to log (see Part E, step 1j).
(3) If 310-1 is marked "Return to ____," attach route slip to book, make courier receipts, if necessary, & send book back to IL borrower. Return other books to stacks.
(4) Send 310-1 (and 310-2, if it was sent back with the book) to Search.

b. Search Pull matching 310-3,5 from Charge Out File. Destroy all copies.

2. A Returned Indefinite Loan:

B&P Unit
a. Check DL File. No record.
b. Check IL File, by author. Remove 207-1 (see A3a3). Check IL File, by borrower & remove 207-2. Destroy both.
c. Put call no. label on book and file it in the stacks.

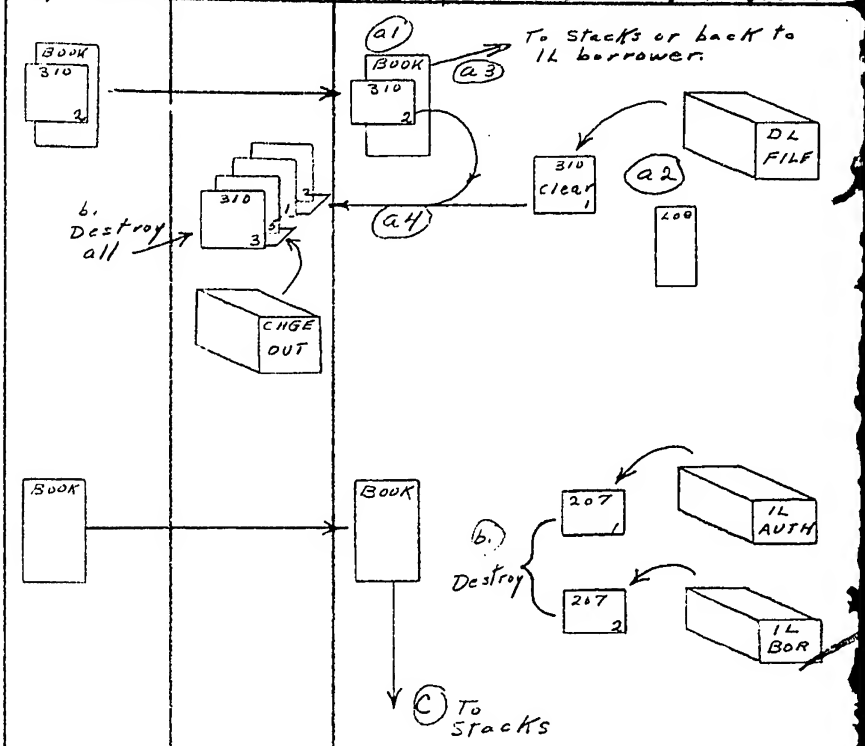

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CHART IV. Processing CIA Requests for Periodicals

Operations	CIA Requester	Search Unit	Book & Periodical Unit

NOTE: REQUESTS FOR FOREIGN PERIODICALS ARE SENT BY SEARCH UNIT TO ACQUISITIONS BRANCH, FOREIGN SECTION.

1. Search Receives request. Verifies identification. Checks for call no., There is none. Sends to B&P Unit.

2. B&P Unit

a. Search for Item, In This Order:
   (1) Check stacks. If copy not in stacks, write NIS on 310. If periodical not in stacks, write None IS on 310. If stack box shows item is microfilmed, write MIC on 310 & return it to Search where it is sent to Copy Unit for processing (film filed alpha by title).
   (2) Check Definite Loans- Periodicals file.
   (3) Check Ref. Br. Biblio. Collection List.
   (4) Attach form 828 to 310 & enter "O" for sources searched.
   (5) Check Acq. Br. Subscription List.
   (6) Check List of Serial Titles in OTR Library.
   (7) Check Records Center holdings.
   (8) If not available, leave 828 on 310 & return to Search. If only copy is in Ind'l. Register, show this on 828 (see step el below).
   (9) Some 310's are marked "hold until issue released by Ref. Br." Place in suspense file until item is received from Ref. Br.-keeps only current issues.

b. If Item is in Stacks:
   (1) Due date the 310. Attach 310-2 to item, make & attach route slip, & send to requester. Also make courier receipts, if necessary.
   (2) File 310-1 in DL-Perio File by title.
   (3) Send 310-3,5 to Search (filed by requester in Charge Out File).
   (4) When item is returned, pull 310-1 from DL-Perio File, mark "clear" & send to Search (where 310-3,5 is pulled from Charge Out File and all copies are destroyed). If 310-2 is returned with item, staple to 310-1. Return item to stacks.

c. If Item is on Definite Loan:
   (1) Repeat recall and flagging procedure explained in Chart III, sheet 2, Part D.
   (2) When item is returned, send & charge to new requester, following procedure in step b (above).

d. If Item is in Reference Branch:
   (1) Phone requester & refer him to Ref. Br. Hold 310 two hours. Destroy after that time.
   (2) If Ref Br. brings item to B&P to loan to requester: Mark Ref Br's specified due date on 310. Make route slip, attach it & 310-3 to item & send to requester. Also make courier receipts, if nec. Mark 310-1 "Retn to Ref" & file in DL-Perio, by title.
   Send 310-3 to Ref Br which maintains its own DL file & manages recalls.
   Send 310-5 to Search where it is filed by requester in Charge Out File.
   (3) When item is returned, repeat step b(4) above except that item is returned to Ref. Br.

e. If Item is on Acq. Br. Subscription List:
   (1) Phone recipient, through a contact, & ask to borrow item. (Exception: do not call Ind'l. Register because they clip items and cannot loan them.) Post answer and reason, if refused, to 828.
   (2) Follow flagging & follow-up procedure explained in Chart III, sheet 2, Part E, using the DL-Perio file in place of the DL-Auth file.
   (3) When item received, send & charge to requester, following procedure in step b above. Also mark 310-1 "Return to (person loaning item)" and flag it with due date.
   (4) Recall item by checking flags for overdue items. Post each recall date to flag.
   (5) When item is returned, pull 310-1 from DL-Perio file. Attach route slip & return to person who loaned it. Mark 310-1 "clear" & send to Search (where 310-3,5 is pulled from Charge Out File & all copies destroyed.)

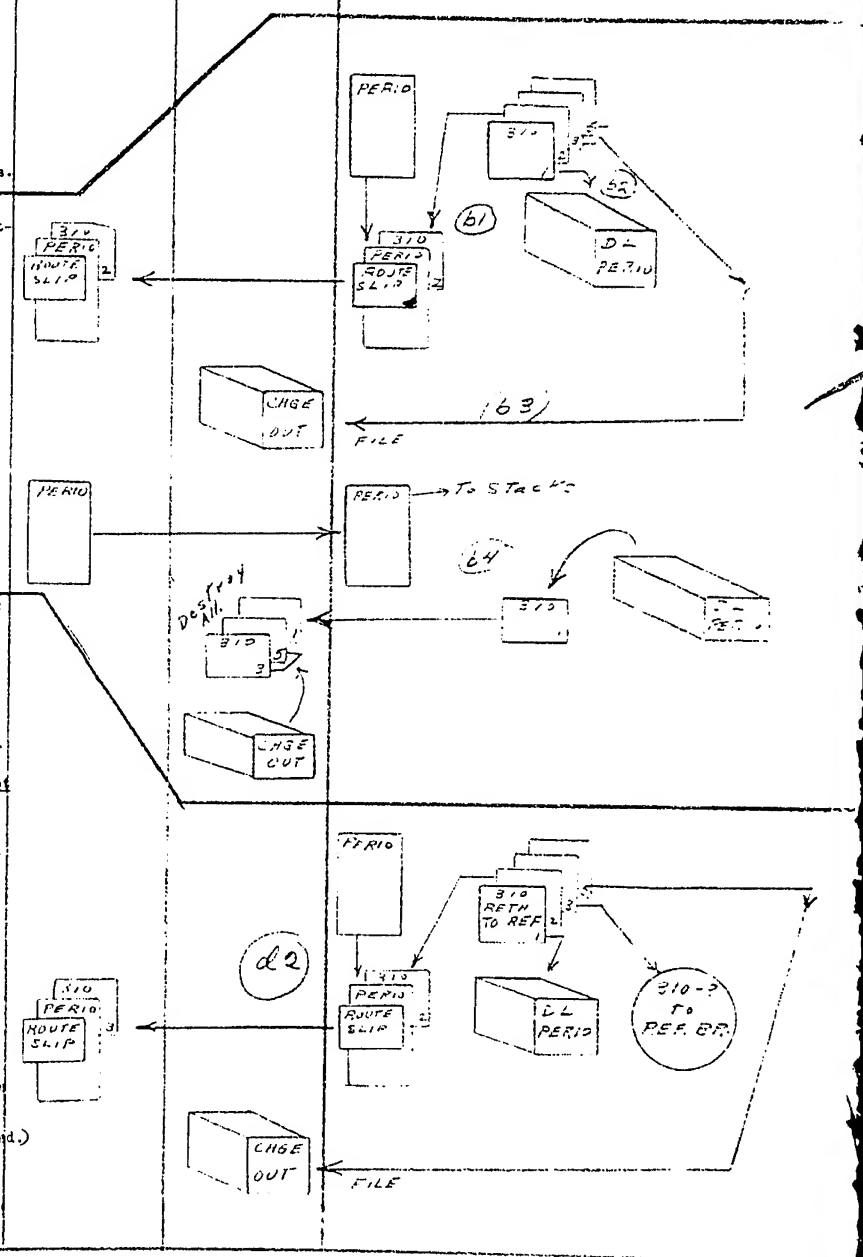

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CHART IV. Processing CIA Requests for Periodicals

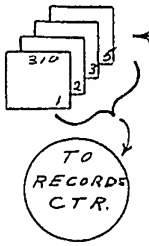
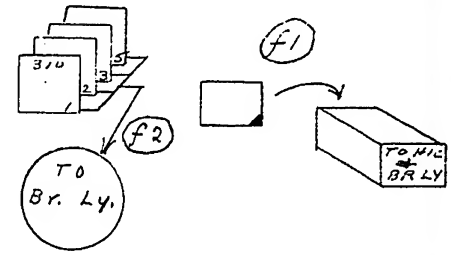
Operations	CIA Requester	Search Unit	Book & Periodical Unit
(continued from sheet 1) f. <u>If Item is in a Branch Library:</u> (This may be shown either on the Acquisitions Br. Subscription List or on the List of Serial Titles Sent to OTR Library.) (1) Prepare a 3X5 slip duplicating data on 310 and show appropriate Br. Ly. and date. File by title in "Requests Sent to HIC & Branches" file. (2) Send 310 to Branch Library for processing. g. <u>If Item Is In Records Center:</u> Post information to 310 and return it to Search Unit (where it is sent to the Records Center for processing).			

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CHART IV Processing CIA Requests by Inter-Library Loan

Operations

A. REQUESTS FOR DOCUMENTS

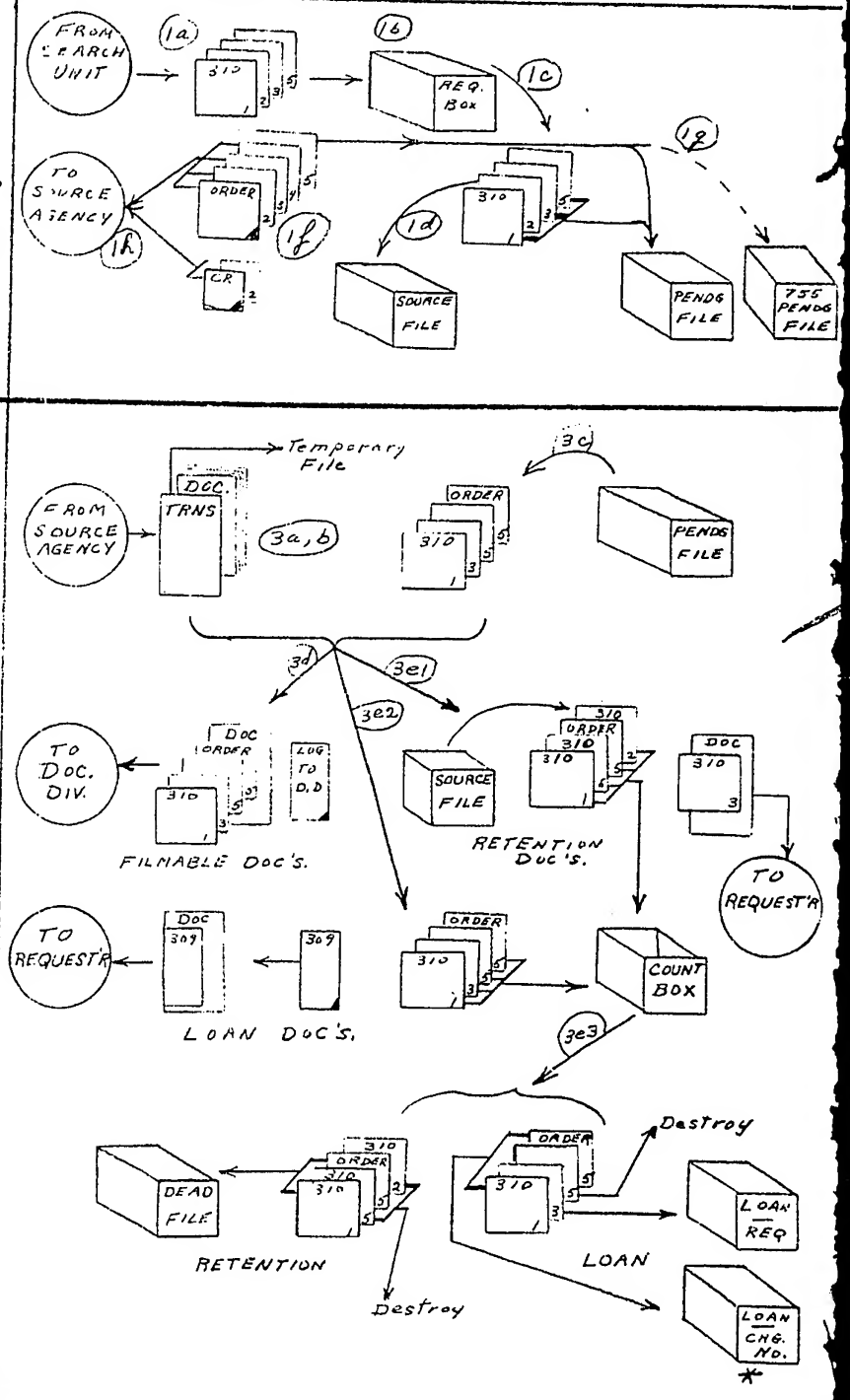
ILL Unit

1. Order Document:
   a. Receive 310 from Search which has found item is not in CIA Library.
   b. Sort by document source. Count & tally by source. Place in Request Box-- divided by sources.
   c. Remove a block of 310's from Request Box.
   d. Pull 310-2 & file by date in Source File. Check file and if there is another 310-2 request for same document, staple both together & write on new 310 "To (charge no. of other 310)."
   e. If Rush, phone order to source.
   f. Type order on source agency's form (6 kinds). For Rush requests, write confirming order only for:
      Air Information Division
      Naval Research (only if document is classified)
      Type courier receipts.
   g. Attach copy of order to 310 & file in Pending File by 310 charge no. Except order form 755 is too large for file & is filed in 755 Pending File by source by date.
   h. Send order to source agency.

2. Notice Received that Document is NOT AVAILABLE:
   a. If there is another source, repeat steps 1c-1h for new source.
   b. Phone report to requester, try other sources he can suggest, or destroy 310.
   c. OR write report on 310 & return to requester.

3. Document Received:
   a. Check receipts to transmittal. Mark omissions & follow up by phone to obtain.
   b. Count & post no. of documents received.
   c. Pull 310 from Pending File & attach to document.
   d. Sort out documents which are filmable, post date and charge no. to "Sent to Doc. Div." log. Send to Analysis Branch, Document Division for microfilm processing.
   e. For remainder:
      (1) Sort out retention documents, attach 310-3, make courier receipts, if necessary, & send to requester. Pull 310-2, attach to 310-1,5 & put in Count Box.
      (2) For remainder (loan documents), post to Inter-Library Loan, Form 309 the requester's name, address, the 310 charge no., & due date. Attach to document. Also make & attach courier receipts, if necessary. Send to requester. Place 310-1,3,5 in Count Box.
      (3) Take 310's from Count Box. Sort, count & tally by office.
         If 310-2 is attached (retention), file 310-1 by charge no. in Dead File; destroy 310-2,5.
         If 310-2 not attached (loan);
         File 310-1 & order copy in Loan File by chg. no.*
         " 310-3 in Loan File by requester.
         Destroy 310-5.

Inter-Library Loan Unit



* Person in charge of sheets the 310-1 file can be [illegible]ated.

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CHART V Processing CIA Requests by Inter-Library Loan

Operations

4. FILMED DOCUMENTS RETURNED FROM DOCUMENT DIVISION: (Documents are returned with 310 and copy of order attached.)

   a. Post received date to Document Division Log.
   b. Scan & sort into good and poor copy.
   c. For good copy documents:
      (1) Pull 310-1,3 & send to Copy Unit for processing as a request for a photocopy.
      (2) Date & mark the 310-5 "Sent to Copy Unit." Count & tally by office as completed requests & file by charge no. inDead File.
      (3) Return document to source Agency (see Part 5 below).
   d. For poor copy documents:
      Loan document to requester (repeat steps 3e2-3, above).

5. Loaned Document Returned to ILL Unit:

   a. Pull 310-1, 310-2 & 310-3 from files.

   b. File 310-1 & order form by 310 charge no. in Dead File. Destroy 310-2 & 310-3 and 309 (if rel. filed with document).

   c. Sort documents by source agency.

   d. Combine these returns with CIA loans to the agencies. Type transmittals & courier receipts. Send to source agencies.

6. Recall Procedure:

   a. Loaning Agency recalls by phone or memorandum.

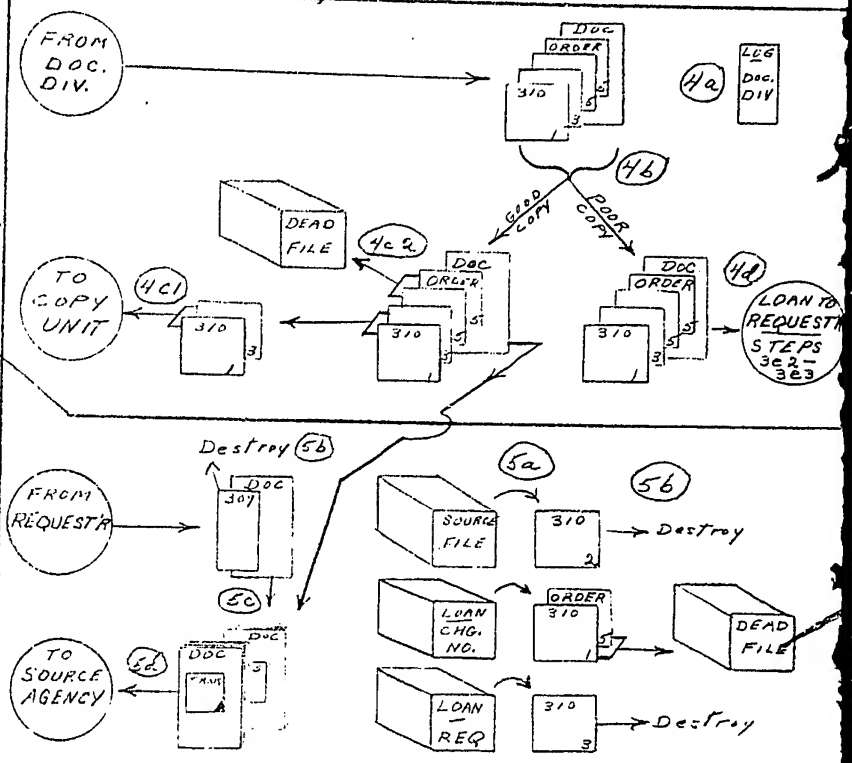
      Phone requester & and ask for return of document.

   b. Pull 310-1 from Loan File- Chg. No., stamp date & write "recalled." Attach a red flag & refile the 310-1. Make scratch record of charge no. & hold on desk.

   c. Attach red flag to:
      310-2 in Source File.
      310-3 in Loan File- Requester.

   d. Periodically, check scratch records to Loan File- Chg. NO. Recall again and post new recall date or destroy scratch record if 310 is missing from file.

Inter-Library Loan Unit



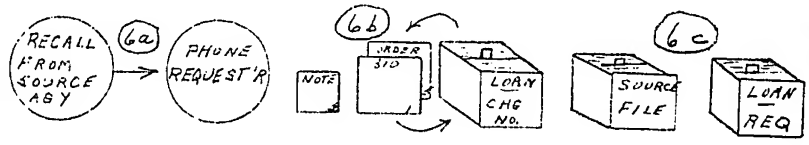


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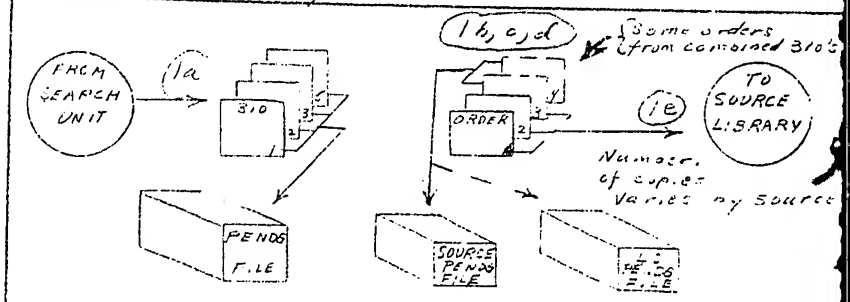
CHART V Processing CIA Requests by Inter-Library Loan

Operations	Inter-Library Loan Unit

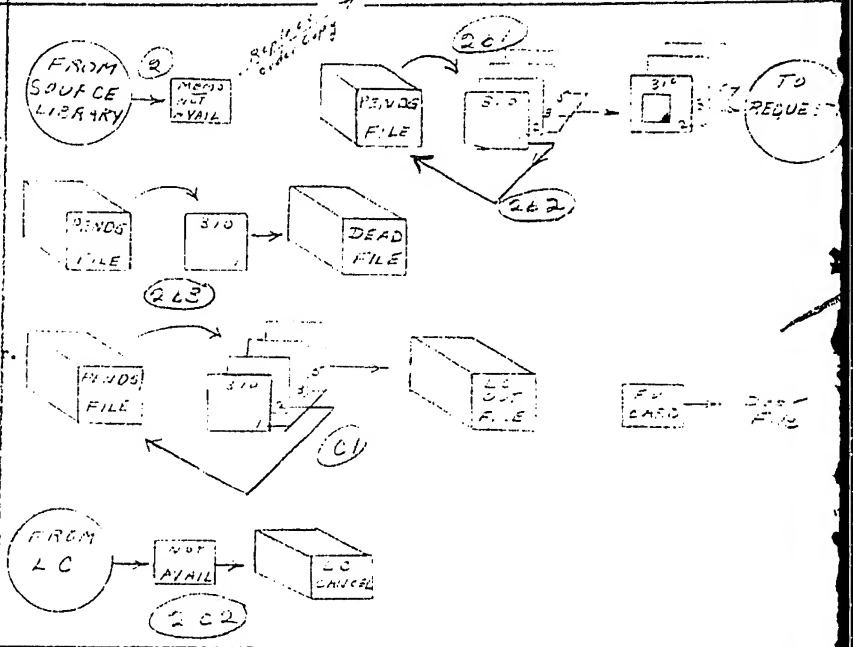
B. REQUESTS FOR BOOKS

ILL Unit

1. Order Book:
   a. Receive 310 from Search which has found item is not in CIA Library & has marked other source(s).
   b. Sort by book source & author.
   c. Rush requests are phoned to source library. Order is sent by messenger who picks up book.
   d. Type orders on source's forms (6 kinds).
      Post to 310: source agency & date ordered.
      File 310 in Pending File by source agency, author and order date.
      File a copy of order in Source Pending Folder by date.
      If source is Library of Congress (LC), our liaison clerk holds a second copy of the order.
   e. Send order to source agency.



2. Notice Received that Book is NOT AVAILABLE:
   a. Try another source; repeat steps 1d-e.
   b. When 3 sources have been tried, cancel as follows:
      (1) Pull 310. Attach to 310-2,3,5 a pre-printed statement of sources tried, failure to obtain, and that 310 is cancelled unless further searching is requested. Send to requester.
      (2) Write on 310-1 "Returned" & the date two weeks hence. File in back of pending file by date.
      (3) Once/month, pull & write "Cancelled" on the expired 310's. Count and post. File by author in Dead File.
      (4) If 310-2,3,5 is returned, pull 310-1 & continue trying other sources. If no success, repeat above.
   c. For LC Only (where ILL's own CIA liaison clerk processes ILL orders):
      (1) If book is on loan:
         (a) Pull 310 from Pending File & remove 310-5. Refile 310-1,2,3 in back of Pending File by author. File 310-5 by requester in LC-Out File.
         (b) Make 3X5 card showing biblio. info. & charge no. Use for follow up in LC.
      (2) If not available, order so marked and returned. Pull 310 from Pending File & repeat steps 2a-b. File returned order by date in LC-Cancelled File.



3. Book Received With Copy of Order Attached:
   a. Pull our copy of order from Source Pending File & replace it with returned copy. This is a temporary file; weed out once a month.
   b. Pull 310 from Pending File. Date date it & complete bibliographic information.
   c. Stamp 310-2 "For Loan Information Call Ext. 2121" & place in book.
   d. Due date & attach 309b to books going to Bldgs I,J,K &L. Use 309a for all others.
   e. Prepare route slip, stamp on the return address, attach and send book to requester. Make courier receipts, if nec.
   f. Sort 310-1,3,5 by source agency. Count & post tally. Resort by office. Count & post tally.
   g. File 310-1 in Loan File by source, author & date.
      " 310-3 in Follow Up File by due date.
      " 310-5 in Charge Out File by requester.

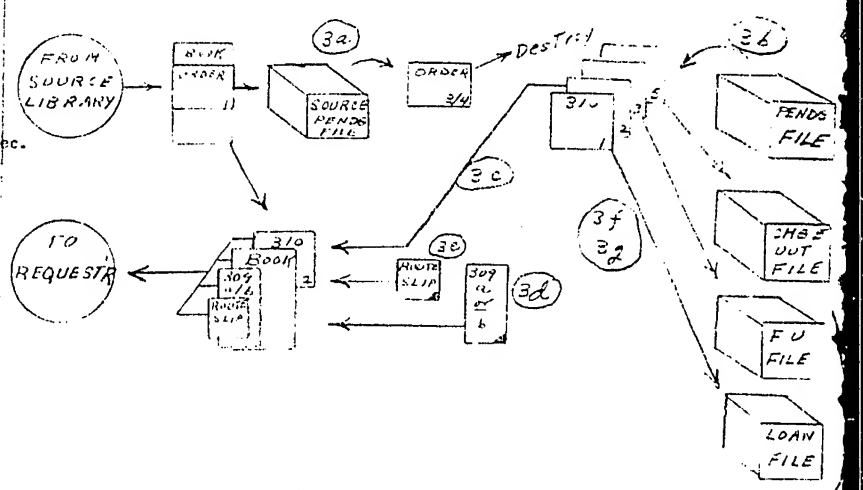


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CHART V Processing CIA Requests by Inter-Library Loan

Operations

4. Loaned Book Returned to ILL:

a. Pull 310-1, 310-3 & 310-5.

b. File 310-1 in Dead File, by author. Destroy 310-3 & -5.

c. Write transmittal form. Attach original & 1 copy to book. File one copy in Transmittal Hold File.

d. Send book back to source. If source is a college, include postage for return receipt.

e. Receipted transmittal received. Pull & destroy hold copy. File receipted copy by date in Transmittal Receipts File.

5. Recall Procedure:

a. Pull from Follow Up File all 310-3's which are one week overdue. Also pull any 310-3's for which recall requests have been received from source library.

b. Recall by phone (except OTR; send memorandum). Post "recalled" & date to 310-3 & refile by original due date.

c. Recall next week. One week later, fill out form which insists on return of book or request for extension of loan period. Send form to requester's supervisor or to a document control point.

d. If no action in 3 days, report facts to Chief, Circulation Branch for appropriate action.

Inter-Library Loan Unit

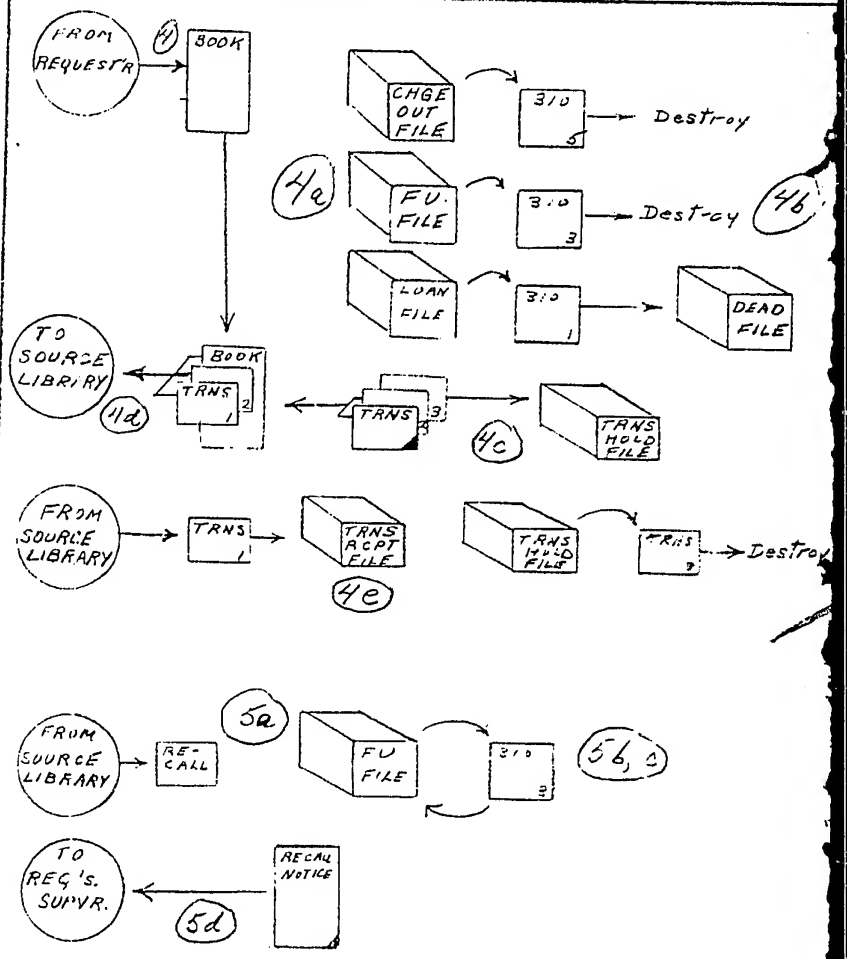

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CHART VI Processing Non-CIA Requests for Documents & Books

Operations

A. REQUESTS FOR DOCUMENTS

ILL Unit

1. Request Received:
   a. Receive Inter-library Loan Request Form, 705a.
   b. Sort out requests for CIA material not in CIA Library and requests from Intellofax tapes for photocopies.
   c. Send requests, as applicable, to Map Library, and the Graphics, Biographic, & Industrial Registers.
   d. Sort remaining requests by agency; count & post tally.
   e. Send requests from step d and the requests from 'Fax tapes to Search Unit for pricessing like a CIA request.

2. Item Not Available:
   a. 705a received, marked "not available."
   b. If Rush, phone requester.
   c. Return 705a to requesting agency.

3. Document Received From Appropriate CIA Library Unit:
   a. Sort by agency. Count & post tally.
   b. Combine with documents being returned (Chart V, Sheet 2, step 5d). Prepare transmittal sheets, courier receipts, or registry receipts for out-of-town sources.
   c. Send material to requesting agency library.

4. Recall Procedure:
   Recalls are made only when a document is needed and is overdue. Recall request is received from appropriate CIA Library unit. Recall by telephoning requesting agency's contact point.

5. Document Returned:
   [illegible] it to the issuing CIA Library unit.

B. REQUESTS FOR BOOKS

1. Request Received:
   a. Received by mail and phone. Convert phoned requests to Form 310.
   b. Use Search Unit's techniques & records to get location & biblio. identification of book.
   c. Send request to Book & Periodical Unit. If source is Foreign Section, Acquisitions Branch or K Bldg. Branch Library, phone request first and-- in some cases-- they will prepare the 310.

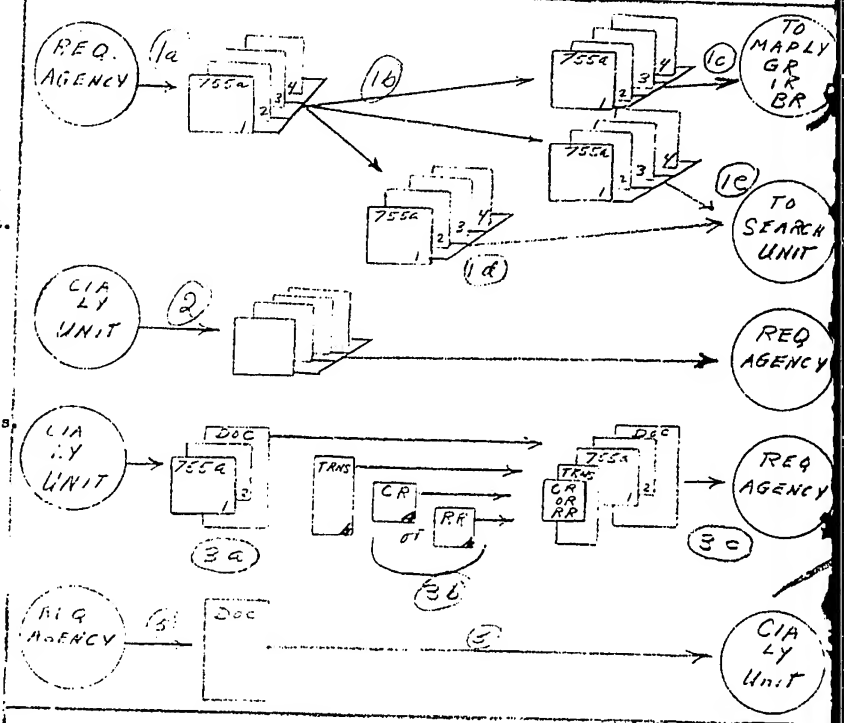
2. Book Not Available:
   a. 310-1 received, marked "not available."
   b. Phone requesting agency. Count & post as cancelled. File 310-1 in Dead File by author.

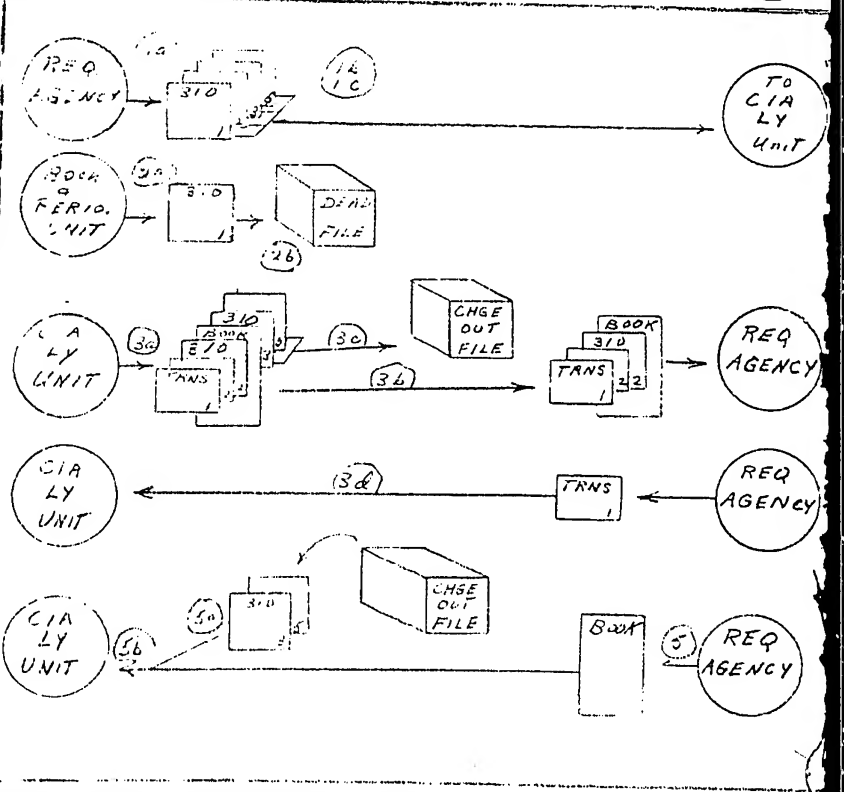
3. Book Received from Appropriate CIA Library Unit:
   a. Book received with 310-2,3,5 & 2 copies of a transmittal memorandum, prepared in ussuing CIA Library unit. [B&P Unit files 310-1 in DL File by author--- Chart III, Sheet 1, step 5-2b(5)]
   b. Send book, 310-2, & trans. memo. to requesting agency.
   c. File 310-3,5 in Charge Out File by agency by charge no.
   d. When receipted copy of trans. memo. is returned from requesting agency, send it to issuing CIA Library unit.

4. Recall Procedure:
   Recalls are made by phone at request of issuing CIA Library unit. No record is kept in ILL Unit.

5. Book Returned:
   a. Pull 310-3,5 from Charge Out File & attach to book.
   b. Send book to issuing CIA Library unit.

Inter-Library Loan Unit





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CIRCULATION BRANCH, CIA LIBRARY

RECOMMENDED PROCEDURAL CHANGES

(References are to Charts of Present Procedures - Appendix ~~A~~ G)

1. Search Unit

a. A rush log is maintained in the Search and IAC Units. Both logs should be eliminated. The main purpose of the Search Unit log is to be able to answer a follow-up telephone inquiry. Search Unit should not answer such inquiries but should refer them to the applicable processing unit where full information is available. (Chart I - A 2 d; A 3 a; A 3 b; A 4 a. Chart II A -C 2 k)

b. Search Unit should continue to receive inquiries concerning requests but should refer each inquiry to the correct processing unit. This unit should reply directly to the requester.

c. Eliminate counting requests sent to branch processing units. Count (by measuring) only those requests sent outside the branch. Do not count requests by office. Obtain such information each six months by a sample analysis of each processing unit's dead, or completed, file. (Chart I - A 2 a)

d. When documents or aperture cards are missing or have not yet been received from Document Division:

1) Search Unit should continue to make the necessary inquiry to identify the item and verify that it has been sent to Document Division.

2) IAC or Copy Unit, not Search Unit, should call Document Division to request the item (Chart I - 2 e & 5 b 2).

The larger problem here is that Document Division makes rapid initial dissemination of the material that it receives but takes an average of 10 days to supply the Library with source cards and aperture cards or hard copy. (~~See Appendix B~~) The initial dissemination immediately generates requests to the Library for additional copies. For 6 to 10 days, the Library cannot give this service without sending expedite requests to Document Division for the needed items. Recommended solutions are, in the order of their effectiveness:

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SECRET

(a) Reduce processing time in the Document Division.

(b) Supply a hard copy of all items.

(c) Hold completed batches in Document Division, or in the Library, and supply items, as requested. Destroy the batches after 15 days.

e. Decentralize the charge out records filed by name of employee to the processing units: IAC, Copy, and Book and Periodical Unit. There is no advantage to centralizing the file in Search Unit. This eliminates transporting the charge and clearance records from the processing units to Search Unit and permits clearing all charge files at the same time. (Chart I - A 4 b; Chart III - B 3; Chart III - D 2; Chart IV - 2 b 4)

f. When a processing unit encounters a delay in filling a request, that unit should report the delay to the requester. It should not be relayed through Search Unit. This eliminates a middle-man and puts the requester in contact with the person who knows most about the processing of that request. (Chart I - 6 a)

g. Decentralize the file in Search Unit of requests for materials not yet received in IAC Unit or Copy Unit. IAC Unit and Copy Unit should follow up on these items, not Search Unit. (Chart I- 6 b & c, 7 c, 8 b; Chart II B - C 2 c 1 c)

h. Search Unit waits two to four weeks before trying to loacte a missing aperture card to answer a non-rush request for a print. Efforts to locate it should begin at once. (Chart II B - C 2 c 1 h)

2. <u>IAC Unit (Hard Copy)</u>

a. Eliminate counting completed requests by office. Measure for an estimated total. (Chart I - A 3 d)

b. Follow up vigorously on all overdue items, not just those needed to fill another request. When practicable, make longer initial loan periods to reduce follow-up activity. (Chart I - B)

c. Eliminate flagging recalled items. Create a follow-up file by due date, using a copy of the request form. Flagging is effective for a small volume of follow-ups but a separate follow-up file is more efficient since all items must be controlled by date. (Chart I - B 5 a 1)

SECRET

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d. When an out card is not in the file, call Document Division before searching the mail truck, not after. The truck search is time consuming. Document Division has a ready-reference file which will show the location of the item. Truck-searching will then be done only when Document Division reports the item has been sent to the Library. (Chart I - B 5 b)

3. Copy Unit

a. Do not time stamp requests. They were timed stamped in Search Unit. If a request is not received in Copy Unit the next working day, report this to the supervisor. (Chart II A - C 2 a; Chart II B - C 2 a)

b. Do not count printed pages manually and post this information to each request form. Use automatic counters on the printing machines. If necessary to deduct for spoilage and waste, use a percentage computed from sample studies. (Chart II A - C 2 f, C 2 h)

c. It is no longer necessary to keep separate records of State reports reproduced for CIA requesters. Eliminate the triplicate request form presently used to list State reports cited in Intellofax tapes. (Chart II A - C 3) The file of completed requests for reproduction of State reports should include only requests from other agencies. (Chart II A - C 2 j)

d. Copy Unit reports that all necessary information is not supplied on D requests from Intellofax runs (Chart II A - C 3). It was suggested that the requester should send the tape with the request. As most requests are prepared in the Library (Reference or a branch library), perhaps internal OCR education would solve the problem. If not, it would be better to supply the marked tape in lieu of most of the data on the request form. The practicability of this must be studies because cutting and pasting will be necessary whenever tape requests must be filled from more than one processing unit.

e. In some cases, when a requester asks for a large number of prints, he is supplied, instead, with an ozaphane. If he still insists on prints, he must obtain them by sending the ozaphane to Printing Services Division. This transfers the cost of the prints from the OCR budget to PSD or the requester's office but causes CIA to pay for an unwanted and unneeded ozaphane and delays filling the request by the time used to create and transmit the ozaphae. Two problems are involved: OCR does not have, or fails to use the authority to refuse requests for an unreasonable number of printsl and office-budget mindedness is wasting CIA funds. Steps have already been taken to correct this. (Chart II A - C 4 e)

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The requester will be offered viewing or ozaphanes in lieu of prints. If he refuses the offer, the Circulation Branch Chief will take the necessary steps to ascertain the requester's justification. Once the justification is accepted the request for prints will be filled by OCR.

f. The Chief, Printing Services Division, OL should be asked to accept the request form in lieu of the Printing Requisition, Form 70. These requests are all within a limited pattern and additional data needed could be provided in a stamped area instead of by creation of another form. The Form 70 is pre-numbered. If PSD cannot accept the request form's charge number, a block of numbers could be given to Copy Unit which could assign the printing serial numbers to the request forms. A copy of the request form can be retained by PSD for its records. (Chart II A - C 4 c 3 b) This would eliminate most of the time and all of the paper required to fill out Form 70.

4. Book and Periodical Unit

a. The volume of indefinite loans could be reduced substantially by revision of the selection policy. At present, all items purchased for a non-OCR requester (except expendable or sterile items) are scanned by the Selection Officer. If he elects to have the item cataloged, it is then charged to the requester on "indefinite loan" (no recall date) by the Book and Periodical Unit. The purpose of both the cataloging and the charging is to be able to retrieve the item for another requester. But the recipient of an indefinite loan may refuse to release the item and it may also be available by inter-library loan or inexpensive purchase. Selection action and criteria which would reduce the size of the "indefinite loan" file are:

(1) Expand the Library collection. Buy a copy for the Library and do not maintain an indefinite loan record of the copy purchased for a requester.

(2) Do not maintain a charge record on items purchased for a requester which: a) are readily available through inter-library loan procedures or b) are readily available by purchase at reasonable cost.

b. When, in lieu of purchasing an item for a requester, an extra copy can be spared from the Library collections, cancel the call number and do not charge the item to the requester.(Chart III - A 2 c 1)

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c. Record indefinite loans like other loans, using copies of the request form. Do not create a new form (Form 207). (Chart III - A 3 a 1)

d. Except when prevented by security requirements use copy 2 of the request form as the transmittal slip for the loaned item; do not prepare a separate routing slip. (Chart III - B 2 b 4)

e. Do not count completed requests by office. (See item 1 c above) (Chart III - B 2 b 5)

f. When a requested item is in Reference Branch, check in person with Chief, Information Section regarding availability for loan instead of asking the requester to telephone his request to Reference Branch. If available, charge it to requester; if not, notify requester. If requester insists on loan, refer him to Chief, Reference Branch. (Chart III - C 1; Chart IV - 2 d)

g. Eliminate the 3X5 card file called "Sent to Branches and HIC." It is a record of requests forwarded elsewhere to be filled. If a follow-up inquiry is received from the requester, determine, from charge records or the shelf list, where the requests has been sent; call the processing unit and ask that reply be phoned to requester. (Chart III - C 2 a; Chart IV - 2 f)

h. Recall all overdue items. Use a separate follow-up file of copy 3 of the request form, filed in due date order. This will speed servicing of requests and eliminate an inefficient flagging system. (Chart III - D)

i. When a loaned item is returned without an attached loan form (copy 2 of the request) or with a form from a request for a different item attached, do not hold the item waiting for the missing copy of the form. Clear the charge records and return the item to the stacks. (Chart III - D 1 g)

j. When an indefinite loan borrower agrees to loan his publication directly to another requester, this information is posted to the request form which is marked "cancel" and sent to Search Unit. Do not send the cancelled request to Search Unit; dead file it in Book and Periodical Unit. (Chart III - E 1 d)

k. Eliminate the log of borrowed indefinite loan books. Use the proposed follow-up file and cross reference the definite loan request and the indefinite loan record. See item 4 a above proposing a reduction in the volume of this work. (Chart III - E 1 j)

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1. Book and Periodical Unit has assumed the functions of Search Unit when a request is received over the counter. If the item is not available in the Book and Periodical stacks, the request should be sent to Search Unit to do the work enumerated in Chart IV -2 a 1 to 7.

5. Inter-Library Loan Unit - Documents

a. Eliminate the count by source. Obtain this information by spot check as needed. (Chart V - A 1 b; Chart VI - A 1 d)

b. If sources listed by Search Unit fail to yield the item, return the request to Search Unit to supply other sources, if possible, not to the requester with the notation that the item is unavailable. (Chart V - A 2)

c. Eliminate an average of 10 days of delay in supplying borrowed documents to CIA requesters by having Copy Unit copy the document and send the copy to the requester. At present, if the document is filmable, it is sent through Document Division and the requester receives a copy from the newly-created aperture card. (Chart V - A 3 d)

d. Eliminate Inter-library Loan, Form 309. Follow the procedure of the other processing units and use copy 2 of the request form. (Chart V - A 3 e 2)

e. Add a separate follow-up file on loaned items, filing copy 3 by due date, unless volume is so small that it is easier to search, daily, through the file of all loaned items. (Chart V - A 3 e 3)

f. Eliminate the log of documents sent to Document Division. Use copy 4 of the request form, filed by due date in a file entitled "Sent to Document Division". (Chart V - A 3 d)

g. Eliminate the double handling by ILL of borrowed documents which are filmed. After the document has been copied in Copy Unit and the copy send to the requester (see item 5 c above), Copy Unit should forward the document to Document Division for processing. (Chart V - A 4 b, c, d). Also, if the copy made in Copy Unit is illegible, loan the original to the requester and send it to Document Division when it is returned by the requester. (See full presentation of this proposed procedure in section 7c, following)

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h. Inter-library Loan should follow up on all overdue items and not leave this work to the lending agency. (Chart V - A 6 a)

i. During the course of this study, the routine for recalling overdue items has been revised by the Acting Chief, Circulation Branch. A second recall is made two working days after the first recall. Two working days later, if the item has not been returned, it is requested in writing over the signature of the CIA Librarian. Two working days later, if the item has not been returned, the case is referred to the Chief, Circulation Branch for appropriate action. (Chart V - A 6 d)

6. Inter-Library Loan Unit - Books

a. If sources listed by Search Unit fail to yield the item, return the request to Search Unit to supply other sources, if possible, not to the requester with the notation that the item is unavailable (same comment as 5 b above) (Chart V - B 2 b 1)

b. Eliminate Forms 309a and 309b and use copy 2 of the request form. This is similiar to item 5 d above. (Chart V - B 3 d)

c. Eliminate route slips, unless required by security considerations. Use copy 2 of the request form. (Chart V - B 3 e)

d. Eliminate counting by office. See item 1 c above. (Chart V - B 3 f)

e. Inter-library Loan performs the Search Unit function when requests for books are received from other libraries. Return the function to Search Unit. (Chart VI - B 1 b)

f. Eliminate the special transmittal memoranda for books loaned to other libraries. Use a copy of the request form. (Chart VI - B 3 a)

g. Use the same charge-out method for loaning books to other libraries that is used for intra-Agency loans. Eliminate any charge-out records in Inter-library Loan which duplicate the records in Book and Periodical Unit. (Chart VI - B 3 c)

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7. Recommended Basic Uses of New Combination Loan/Purchase Request Form within Circulation Branch

a. Summary of Form Copies:

Copy 1 - card stock. Make this the most-used copy.
Copy 2 - This is overprinted "Loan Copy", and has a large arrow pointing to the due date.
Copy 3 - This is overprinted "This Item Is for Your Retention."
Copy 4 - No special features.
Copy 5 - This is the requester's copy.

b. Uses of the Form in Search Unit:

(1) Request sent to Acquisitions Branch. File copy 4 by title and mark date and section sent to.

(2) Request sent outside the Library directly from Search Unit, e.g., to Graphics Register or Document Division. Pull copy 4, post date and action taken and send it to requester.

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c. Uses of the Form in Inter-library Loan Unit for Procuring Documents from Other Agencies

	ITEM RECEIVED FROM SOURCE AGENCY			LOANED DOCUMENT RETURNED TO ILL UNIT	
		ILL Believes Document is Filmable			
ITEM ORDERED FROM SOURCE	Document Not Filmable	Photocopy is Legible	Photocopy is Illegible	From Requester	From Document Division
Write order & send to source agency. Post date ordered & source on request form. Attach Order Cy 5 to Request Cy 1. Cy 2,3,4 in PENDG FILE by charge no. Cy 1 in ORDER FILE by source agency & series no. or equivalent	Remove copies from order files. Due date all copies. Send document & Cy 2 (loan transmittal) to requester. Cy 1 in SOURCE FILE by source agency & series no. or equiv. Cy 3 in FOLLOW UP, REQUESTER FILE by due date. Cy 4 in EMPLOYEE CHGE. FILE by requester's name.	← Same Send document & Cy 2&3 to Copy Unit. ← Same Cy 4 in FOLLOW UP, DOC. DIV. FILE by due date. Copy Unit makes photocopy, sends it to requester with Cy 3 (retention transmittal). Also sends document & Cy 2 to Doc. Div. to code, film, etc. If photocopy is illegible, send document & Cy 2 (loan transmittal) to requester, Cy 3 to ILL.	Cy 3 returned from Copy Unit marked "poor copy." Pull Cy 4. ← Same Cy 3 in FOLLOW UP, REQUESTER FILE by due date. Cy 4 in EMPLOYEE CHG. FILE by requester's name.	Pull copies 3 & 4. If Cy 3 is marked "poor copy" & if policy is to film anyhow,* post new due date to both copies send document & Cy 3 to Document Division. ← Same Cy 4 in FOLLOW UP, DOC. DIV. FILE by due date. If Cy 3 is not marked "poor copy," pull & dead file Cy 1. Destroy Cy 3&4. Return document to source.	Pull cy 1 & 4. Dead file cy.1. Destroy Cy 3 & 4. Return document to source.

* Circulation Branch loans hard copy document to requester if photocopy is poor. Document Division policy is to film some categories of documents even if film copy is poor. Some of it may be legible and future requesters can be supplied prints from aperture cards more rapidly than an original can be re-borrowed from source agency.

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LOANS TO CIA FROM OTHER LIBRARIES: AVERAGE PROCESSING TIME IN CALENDAR DAYS
A TABULATION OF APPROXIMATELY ONE MONTH'S REQUESTS IN MID-1957

SOURCE LIBRARY

CATEGORY	AEC	AFML	AGRIC	AGS	AIR	ARMY	ASTIA	BB	CENBU	CSC	DCPLY	GEOSU	HEW	LABOR	LYCON	NAVY	NBS	NIH	NRL	NWC	STATE	USIA	VA	WEABU	YALEU	~~[illegible]~~
1. In Transit to CIA Library	2.5	6.0	2.2	.5	1.9	1.2	2.0	1.0	0	1.0	1.0	2.5	0	1.0	2.3	1.1	2.6	5.0	1.7	1.5	2.4	1.0	1.0	0	1.0	1.9
2. Processing in CIA Library	5.5	8.5	9.9	3.0	26.6	14.2	17.0	18.0	116.	41.0	14.0	17.5	11.	9.0	6.2	23.4	18.6	24.5	19.0	6.0	13.6	21.0	22.5	20.0	6.0	14.5
3. Processing in Other Library	83.0	13.0	12.6	8.0	38.9	19.3	35.0	23.0	9.5	5.0	3.0	7.7	3.7	4.7	8.3	28.6	5.2	5.0	15.3	27.0	23.0	9.4	6.5	12.0	16.0	20.6
4. Total Time Request to CIA Library Receipt of Material	103.	27.5	24.7	11.5	67.4	34.7	44.0	42.0	125.5	47.0	18.0	27.7	14.0	13.7	16.8	53.1	26.4	34.5	36.0	34.5	39.9	31.4	30.0	32.0	23.0	37.0
5. Retention Time	8.7	10.0	11.8	12.5	12.6	37.3	17.4	6.0	6.0	10.0	7.0	6.3	11.0	15.0	11.8	13.6	17.2	17.0	6.0	21.0	11.9	14.3	16.5	2.0	23.0	18.5
6. Number of Cases	6	24	12	2	68	209	125	1	2	2	1	6	1	3	226	63	5	2	3	2	25	23	2	7	1	823

DEFINITION OF CATEGORIES

1. Line 1. Time from date of request to receipt by CIA Library.
2. Line 2. Time from date received by CIA Library to date send to Source Library.
3. Line 3. Time from date sent to Source Library to date material received by CIA Library from Source Library.
4. Line 4. Total of lines 1, 2 & 3.
5. Line 5. Time from date material received by CIA Library to date material sent back to Source Library.
6. Number of cases used to compute averages.

ABBREVIATIONS

AEC - Atomic Energy Commission
AFML - Armed Forces Medical Library
AGRIC - Agriculture Department
AGS - American Geological Society
AIR - Department of the Air Force
ARMY - Department of the Army
ASTIA - Armed Services Technical Intelligence Agency
BB - Bureau of Budget
CENBU - Census Bureau
CSC - Civil Service Commission
DCPLY - District of Columbia Public Library
GEOSU - Geological Survey
HEW - Health, Education and Welfare Department
LABOR - Labor Department
LYCON - Library of Congress
NAVY - Navy Department
NBS - National Bureau of Standards
NIH - National Institute of Health
NRL - Naval Research Laboratory
NWC - National War College
STATE - State Department
USIA - United States Information Agency
VA - Veteran Administration
WEABU - Weather Bureau
YALEU - Yale University

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CENTRAL INTELLIGENCE AGENCY

OFFICE OF CENTRAL REFERENCE

CATALOGING | TASK TEAM REPORT NO. 9 | TTR/9

DATE: 26 March 1958

MEMORANDUM FOR: Assistant Director, Central Reference

SUBJECT : Final Report on Cataloging of Books, Task Team No. 9

1. Membership:

[redacted] Chief, Document Division, OCR 25X1

[redacted] Chief, Catalog Section, CIA Library, OCR

[redacted] Management Staff 25X1

2. Method of Task Team Operation

This Task Force operated as a team in all deliberations, conclusions and report preparation.

The conclusions of the Consultants concerning procedures, costs, and productivity were evaluated in the light of recent literature on cataloging, the composite experience of the Task Force members and available statistical comparisons, with the results set forth in detail in Part I.

The Consultants' reference to the Library of Congress cataloging system opened up the problem of choice among the variety of systems in existence, including the present ISC system. The Task Force concluded in favor of the Library of Congress system for reasons presented in Part II.

The Task Force drew on the experience of its members to jointly devise the necessary policies, procedures, organizational structure, productivity factors and staffing necessary in converting to a Library of Congress classification system, as set forth in Part III.

3. Recommendations (see pages 7 and 8 of the attached report and specific references to Parts I, II and III).

a. That Items A through D of the Problem be accepted as legitimate indicators of unsatisfactory conditions in the Library administration. (See reasons set forth in Part I.)

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b. That Item E of the Problem be disregarded because it is obviously a conclusion based on fallacious calculations. (See discussion in Part I.)

c. That AD/CR establish and direct the implementation of policies and administrative safeguards to preclude the recurrence of conditions pointed up by Items A through D of the Problem (as developed more fully in par. A, Part III.).

d. That the cataloging system for books, by subject classification and subject headings as practiced by the Library of Congress, with slight modifications, be adopted for the CIA Library, including the use of 3 x 5 cards. (The proposed system is set forth in Part III.)

e. That AD/CR direct the conversion from the present system to the recommended system according to the policies, schedules, plans and procedures recommended by this Task Force (and detailed in Part III.)

25X1

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SUBJECT: CIA Library Catalog System.

1. THE PROBLEM

To study the present card catalogs, the Cataloging Section workloads, and the cost of cataloging, to determine if:

A. The catalogs are inefficient tools, badly kept.

B. Too many cards per title are made.

C. Cataloging costs are abnormally high.

D. Workload is low.

E. The cataloging staff should be reduced by half.

F. Conventional 3 x 5 cards can be substituted for IBM cards.

G. Library of Congress cataloging can be profitably applied to CIA cataloging procedures.

2. ASSUMPTIONS

This report is predicated on the assumptions that:

A. The CIA Library will continue to acquire books for a limited size "current" collection.

B. The CIA Library will continue to give these books subject cataloging.

N.B. See separate memorandum on this assumption.

C. The CIA Library need not catalog books and documents under a common system.

3. FACTS BEARING ON THE PROBLEM

A. The Problem, as stated above, is composed of a series of direct quotes from the Report on the 1957 Library Survey conducted [redacted] and others, acting in the capacity of technical consultants. 25X1

B. Items A through E are generalized condemnations of library administration in OCR as it has affected the operations of the Cataloging Section.

C. Item F is, for the purposes of this study, combined with Item G, because an affirmative decision on Item G will establish the 3 x 5 card as the cataloging vehicle. The 3 x 5 card system could be applied to the present system.

D. Deliberation regarding Item G requires consideration of feasible alternatives and of the necessity for cataloging books and documents under a common system. Also, an affirmative conclusion in this matter would require expansion of the Problem to include arrangements for implementing the conversion. It is assumed that this broader responsibility is implied in the statement of the Problem.

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DISCUSSION

A. Items A through E of the Problem are quoted verbatim from the conclusions of the Consultants. Reference to the report of their survey provides the background material from which they drew their conclusions and permits re-evaluation of the data, observations and situations. Conclusion E is based on an obvious mathematical miscalculation which resulted in an unrealistic conclusion and should be disregarded. Conclusions A through D are factual in that they point out problem areas in the administration of the CIA Library. The present catalog system is not efficient and has been badly kept; too many catalog cards have been made; cataloging costs are high - though not abnormally so; and workload (presumed to mean production per professional cataloger) is low. These conditions, though charged to the Cataloging Section by the Consultants, are the result of administrative and policy decisions - or the lack of them - on the part of persons in higher authority. Exception must be taken to the use of the word "abnormally" in Item C. The calculations by which the Consultants arrived at the CIA and comparative costs are open to question. Independent calculations show our costs to be high but not badly out of line. The Consultants reported on conditions as they saw them without regard to reasons or causes - this study must examine into causes in order to propose remedial measures. Narrative and tabular presentations are attached to present each item in detail. See Part I A through E.

B. Determination as to whether or not the Library of Congress cataloging system can be profitably, or feasibly, applied to the CIA cataloging situation required an evaluation of the advantages and disadvantages of (1) the present system, (2) the Library of Congress system, and (3) any other alternatives or combinations, including the use of unlike systems for the cataloging of books and selected documents. For the purposes of this report, the alternatives were:

(1) Continuation of the present ISC cataloging system, without basic change.

(2) Adoption of the proposed revised ISC and conversion of the book collection to the new subject and area classification.

(3) Adoption of the Library of Congress subject classification and subject headings system, with or without modifications.

C. Comparative evaluations of the selected alternatives included, but were not confined to, such factors as:

(1) Ability of the system to provide reference to material requested by customers.

(2) The effect of the system on the other library components, e.g., shelving, searching, etc.

(3) Compatibility with the Library of Congress system in searches, requests, loans, etc., since this is the primary source of support.

(4) Simplicity of cataloging under the system.

(5) Catalog maintenance and card reproduction under the system.

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(6) Possibility of permanence in the system selected.

(7) Possibility of correlation with Library of Congress cataloging to permit possible use of Library of Congress catalog cards.

(8) Estimated cost of operation under the system.

(9) Requirements for staff, equipment, space, etc. under the system.

D. Space limitations preclude full discussion of each system in the body of this report. They are set forth in detail in the attachments. See Parts II and III.

E. Many of the faults and problems in the present cataloging operation are the result of policies, or the lack of them, which have resulted in (1) additional workload on the Section, deriving, for instance, from lack of an adequate selection policy, (2) have required unnecessary work in processing of duplicates and copies, for lack of an adequate policy on accountability and due to improper searching procedures, (3) demanded specialized processing, as for the HIC collection, (4) necessitated conformance to machine processing requirements although the results did not enhance the cataloging product, and (5) others. See Part I B for fuller discussion.

F. The expedited service required in this Agency, the high percentage of foreign language books processed and the fact that LC catalog cards could not be incorporated into the catalogs, has presented a problem in CIA not common to the average research library. These conditions will prevail to some extent under any cataloging system. They can be offset in part by (1) proper balance between professional versus non-professional versus clerical staff in the Cataloging Section and (2) by the adoption of a simplified cataloging system permitting the acceptance of Library of Congress catalog cards with little or no editing or modification.

G. The Library of Congress, for obvious and undeniable reasons, is and will always be the primary source of reference material for the Agency. It is unlikely that the Agency Library will ever contain more than a small collection of reference material as compared to the Library of Congress. Hence, it must follow that the two systems should be fully compatible. See Parts II and III for fuller discussion.

H. Consideration of any conversion from the present cataloging system must have fully explored the necessary implementing factors to assure the successful operation of the plan. The following factors are relevant to any conversion:

(1) Outlining of necessary policies concerning acquisitions, cataloging versus administrative control of non-intelligence books, duplicate and second copy cataloging, delineation of the service requirements to be levied against the Section, etc.

(2) Modifications to the system to fit CIA requirements.

(3) Procedures and flow charts to guide the operation of the Section.

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(4) Plans, procedures and schedules for the necessary recataloging, screening and physical rearrangement of collections and other impacts against the process of other components.

(5) Time schedules for the conversion.

I. Item G of the Problem implies the conclusion that there is no necessity for a common cataloging system for books and documents because an affirmative finding on this Item would establish separate systems for CIA books and documents, per se. This Task Force concurs in the implied conclusion.

(1) The present ISC system was devised, and is now being revised, solely as a document classification device. It was later adopted as a book cataloging system without adequate adaptation.

(2) CIA has the only book collection cataloged under the ISC system.

(3) Open literature research may and frequently will involve the use of several cataloging systems - this in inherent in research and should present no burden to CIA analysts.

(4) Searches in the Library shelves and catalogs by analysts are far more complicated under the ISC system than under other systems.

(5) The present ISC system as a book cataloging medium has drawn constant criticism from analysts and consultants alike.

(6) An analyst searching for both books and documents as source material does not get them by one operation now - two distinct searches are required.

(7) The use of numerical as against alphabetic designations for subjects is not common in American library practice.

(8) One of the key considerations in the choice of the ISC Classification System for the cataloging of books and the IBM system for book catalog cards was the promised ability to furnish Subject and/or Area bibliographies of books and documents quickly by purely mechanical methods. IBM cards for books and documents have never been filed together, hence a combined tape has never been possible. Much hand processing has always been necessary and the resulting bibliographies are neither better nor compiled faster than if manual or other facsimile methods are employed.

(9) Finally, the present trend in documentation systems is towards the use of photographic and electronic devices, e.g. Minicard, which offer no apparent advantages in the storage and handling of books.

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5. CONCLUSIONS

A. The first four questions in the stated Problem, Items A through D, are legitimate condemnations of the Library administration.

(1) There is some reason to take exception to the mathematical computations by which the Consultants arrived at their conclusions. The fact remains that the conclusions do point to subjects which were definitely unsatisfactory.

(2) The Consultants did not take into account any mitigating circumstances, nor the fact that these circumstances were not generally within the control of the Cataloging Section. However, in each instance the causes of the conditions could have been remedied by others in authority.

B. The fifth question in the Problem, Item E, is a conclusion which should be disregarded as being unsound.

C. There is no justification for the continued use of a common system for the cataloging of books and documents.

D. The Library of Congress system for the cataloging of books, with slight modification, can be profitably adopted by OCR for the CIA Library, provided the adoption and conversion are accomplished according to carefully developed policies, plans, schedules and procedures, see Part III.

E. Clear policy guidance and administrative direction in library management, as they concern the catalog operation have been lacking. Neither the present system nor any alternative system can function efficiently until such guidance and direction are provided.

6. RECOMMENDATIONS

It is recommended:

A. That, for Items A through D of the Problem, the statements be accepted as legitimate indicators of unsatisfactory conditions in the Library administration.

B. That Item E of the Problem be disregarded because it is obviously a conclusion based on fallacious calculations.

C. That AD/CR establish and direct the implementation of policies and administrative safeguards to preclude the recurrence of conditions pointed up by Items A through D of the Problem.

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D. That the cataloging system for books, by subject classification and subject headings as practiced by the Library of Congress, with slight modifications, be adopted for the CIA Library, including the use of 3 x 5 catalog cards.

E. That AD/CR direct the conversion from the present system to the recommended system according to the policies, schedules, plans and procedures recommended by this Task Force and detailed in Part III.

7. The following is an Index to supplemental texts and tabulations which provide greater detail upon specific subjects in the foregoing Report:

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Part I. CRITIQUE OF CONSULTANTS' REPORT REGARDING BOOK CATALOGING.

A. The Catalogs are Inefficient Tools Badly Kept.

1. The following catalogs are maintained:

a. Author/title/added entry catalog in Reference Branch, M Building (with copy maintained in Cataloging Section prior to move to 1037 M Bldg.). 1/

b. Shelf-list in Catalog Section -- in area sequence and within area by subject. 1/

c. Subject catalog in Reference Branch. 2/

d. Area catalog in Reference Branch. 2/

e. Plus catalogs for which Cataloging Section provides cards but exercises no other control:

(1) Branch Libraries

(2) HIC Collection

(3) QMHat Collection

(4) SOVRIX Collection

(5) DCI Collection

(6) Other (see page 12, Part I. B)

1/ Maintained by Cataloging Section.

2/ Maintained by the Machine Division (since 7 February 1958, this responsibility has been transferred to the Cataloging Section).

2. It must be assumed that the Consultants were discussing the Subject Catalog and the Area Catalog maintained in the Reference Branch. They criticized machine maintenance of the catalogs, and these are the only ones maintained by machine methods. The criticism as to catalog maintenance in these two catalogs is just. New and additional cards were filed in these decks at irregular intervals from 3 months to a year after cataloging.

3. As to inefficiency, the criticism can be explained by the reactions of the Consultants to the CIA version of a classified catalog, e.g., the ISC and six digit codes versus English words and phrases for subject headings. In this sense, translation of words into numbers, the catalogs are inefficient, e.g., under an alphabetic subject system "Airplane" would appear once in all catalogs, whereas under the ISC system "Airplane" might appear in one or more subject codes, such as "373 or 461 or 666.2 or 743.1". This requires extra processing

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on the part of the cataloger and again on the part of the searcher because he must search several areas, with no overall gain as he only gets one book anyway.

4. Furthermore, the CIA classed catalog system at its present stage of development lacks such features as a comprehensive index, graphic aids and guide cards, all of which are essential in orienting the user of the catalog and are dictated by accepted library doctrine.

5. Some inefficiency in the catalogs has resulted from the use of IBM cards as cataloging media, namely:

   a. The Cataloging Section has had no control over the card reproduction process which has been slow and unpredictable.

   b. Correction of errors during the preparation of multilith mats and printed IBM cards is difficult and costly.

   c. For catalog card purposes, the long narrow IBM form is impractical, whether filed on end or on the side. If filed on end, as printed, a narrow view is presented and part of the text is hidden by the preceeding cards. If filed on the side, the text is perpendicular to the reader.

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Part I.

B. Too Many Cards Per Title are Made.

The Consultants were obviously comparing this Library to those from which they came. This comparison ignores the following pertinent facts:

1. The CIA Library system has the following unusually high requirement per title for IBM catalog cards to support the dispersed collections:

Catalog Section Requirements — 10 cards
(Plus special requirements) (See par. 3 below)

- 1 Shelf-list
- 3 Catalog Section catalog
- 3 Reference Branch author/title/added entry catalog
- 3 Information cards, viz:
  - 1 Biographic Register
  - 1 Special Register/Steuart Building
  - 1 International Communism/DD(P)

Machine Division Requirements — 9 cards

- 1 Subject Catalog in Reference Branch
- 1 Area Catalog in Reference Branch
- 1 Subject Catalog in K Building Branch
- 3 Unpunched cards to K Building Branch
- 1 Reading card
- 2 For waste

(Plus 3 cards for each additional subject)

2. As of 23 December 1957, Machine Division has established a revised formula for their card requirements. The old and new formulas are presented for comparison. A very substantial saving in cards is now being realized.

Number of Cards for Machine Division

Number of Subjects	Old Formula	New Formula
1	9	9
2	18	12
3	27	15
4 (CIA Library average)	36	18
5	45	21
6	54	24
7	63	27
8	72	30
9	81	33
10	90	36
11	99	39
12	108	42
13	117	45
14	126	48
15	135	51

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3. In addition to the basic requirements of the Catalog Section for their own catalogs, the following is a listing of requirements for special card service. Whether or not such service can be justified is not known to this Task Force:

For every title in Russian	1 Library of Congress	
For every title with an AB number	5 Foreign Section, Acq. Br.	
For every title in Oriental languages	1 [redacted]	
For every title cataloged for HIC	5 Pforzheimer	25X1
For every title cataloged for OTR	10 [redacted]	25X1
For every title cataloged for QMHat	10 TSS	25X1
For every title cataloged [redacted]	10 Brugioni	
For every title sent to VMR	9 [redacted] 1 Shelf-list	25X1
For every new title cataloged for SOVRIX	15 SR/6, DD/P	
For every old title sent to SOVRIX	1 (Photostat copy of card) - SR/6, DD/P	
For every title sent to Reference	2 [redacted]	
For every title with a subject of 900	1 [redacted]	25X1
For every title for Reference with code of 927	3 [redacted]	
For every title with CIA control number	2 [redacted]	
For every title for DCI	2 DCI 1 [redacted]	25X1
For every Fiction and EPP title	2 K Building Branch	
For every microfilm cataloged	1 [redacted]	25X1

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Part I.

C. Cataloging Costs are Abnormally High.

Raynard C. Swank, Director of the Stanford University Libraries, "Cataloging Cost Factors," in Toward a Better Cataloging Code, 1957, pp. 53-67 states:

> "Comparative studies are uniformly hopeless, if not downright misleading. The tremendous differences reported in the unit costs among libraries cannot be explained by any known variable, such as size or type of library, ratio of clerical to professional staff, or acceptance of LC cards. Cataloging is not standardized, and the wide range of factors that determine cost has not even begun to be controlled.
>
> "None of the studies has attempted to relate costs to values or results, except in regard to selected variables in a single library. By and large, they provide no basis for concluding that cataloging of any kind or in any library costs too much or too little or that any catalog department is more or less efficient than another."

1. CIA cataloging costs have been higher than necessary, not because the Consultants said so nor because there are any firm and recent data on comparative costs in other libraries nor because comparisons are valid measurements in any event.

2. Costs are high because the policies, procedures and modi operandi of OCR and its library system have permitted unusual and unnecessary work loads to flow through the cataloging process. Cataloging costs in this Agency would have been high under ideal administration because of (a) the natural demands for expedited processing, (b) the very complicated ISC classification adopted by OCR, (c) because approximately 50% of the books processed are foreign language publications, (d) because the ISC system precluded the taking advantage of any Library of Congress cataloging -- as is quite universally the practice among other libraries, (e) the uneconomical physical arrangement of OCR and Agency components and (f) other equally valid reasons which preclude maximum dollars and cents efficiency.

3. Cataloging costs have been higher than necessary - which is the only important question within the control of OCR - because of the following reasons, in their approximately logical sequence:

   a. No clear definition by OCR to delineate the bounds of the intelligence collection.

   b. No clearly defined OCR acquisition policy for the intelligence collection.

   c. No clearly defined OCR selection policy (contingent on a and b above) to permit the channeling of books having permanent intelligence values through cataloging and into permanent retention, and the channeling of all other books directly to the customer with their control being vested in the particular component as for any other working tool.

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d. The ISC classification system, complicated within itself, was devised for application to intelligence subjects but has been applied locally to all types of books, administrative, technical, school texts, catalogs, annuals, ad infinitum.

e. The cataloging system has been accepted as a means of establishing accountability and administrative control over too many categories of books purchased for specialized use and not possessing permanent intelligence value to the CIA Library.

f. The complete inability of the ISC system to accept Library of Congress cards, the use of which would have reduced our per volume cost proportionately.

g. The high cost of applying the awkward and now superceded ISC area code in the classification of books.

h. The obvious OCR policy of blindly complying with every request levied by any source has increased the cost of cataloging through the preparation and distribution of catalog cards all over the Agency (see par. 3, Part I B for actual listings, page 12.)

i. The application of the present machine system to the book cataloging process has not produced the advantages proposed because:

(1) The IBM card is inefficient (see Part I A, par. 5-a, b, c, page 10.)

(2) The punched subject and area codes on the IBM cards have proved of no value for book cataloging purposes.

(3) The promised ability to inter-file daily growth into the main subject and area catalogs proved to be prohibitively expensive and has never been utilized.

(4) The promised advantages of machines in supplying customers with superior search results have never materialized, as substantiated by the low rate of requests for book tapes.

j. The overall library procedures and work flow failed to screen out or identify added volumes, duplicates and multiple copies, and as a result the time of professional catalogers was wasted in searches which could have been avoided had the books been properly identified.

4. As it concerns the specific charges of the Consultants regarding the cost of cataloging, the Task Force is in agreement with the opinion expressed by Swank, as quoted at the opening of this Part, e.g., "Comparative studies are uniformly hopeless, if not downright misleading." However, closer reference to the calculations by which the Consultants arrived at their conclusion is in order.

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25X1

TTR/9-15

25X1

a. The cost of cataloging in CIA was arrived at from a calculation prepared for them on 5 March 1957 by [redacted] Deputy Chief of Acquisitions Branch, who stated ([redacted] on 10 February 1958) that he arrived at the breakdown of costs by foreign title and English title, and the breakdown of salaries for the two factors, by his knowledge of the catalogers having foreign language competence versus those without such ability and by assumption that those having this ability cataloged the foreign books and the others cataloged the English books. Having thus broken the salaries into the two categories, he related these costs to records of foreign and English books processed to arrive at the unit costs of $5.55 for each first entry foreign book and $3.30 for first entry English title. He calculated the two costs for added copies in a somewhat similar manner. [redacted] the estimates given are within 10% of accuracy. At any rate, they are the only figures available. The Chief, Cataloging Section, states that the total first entry foreign and English titles are incorrectly stated as being 11,500 titles, whereas the actual production was 12,972 and the actual overall production was 28,832 volumes rather than the 26,000 used [redacted] These differences were not reconciled. Since the workload was about equally divided as to foreign and English titles, the Consultants took the two cost figures ($5.55 and $3.30) from the [redacted] report and averaged them to establish the CIA cost of cataloging. The Consultants report states this average to be $4.57 -- an obvious miscalculation, the average is actually $4.42 if we are to accept the [redacted] calculations. If in turn we use the Catalog Section detail count of 12,972 titles instead of the round figure of 11,500 used [redacted] we have an average cost of $4.06 per title.

25X1

25X1

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25X1

b. The Consultants, in their report, quoted the [redacted] estimates in some detail. They did not document any experience factors of cataloging costs in other libraries which they may have used in arriving by comparison at the conclusion that "Cataloging costs (in the CIA) are abnormally high", nor that "in the average research library, a fair cost figure for the cataloging of books is $1.50 per title". The Task Force, has, therefore, no means of comparison. Independent comparisons do not bear out the conclusions.

c. Search of the trade publications in the library field reveal little data on cataloging costs. This possibly bears out the Swank contention that comparative costs are misleading and worthless anyway. Two citations were found that shed some light on cataloging costs:

25X1

(1) [redacted]

"Preliminary data collected from eleven members of the Association of Research Libraries indicate that the average cost of cataloging amounts to about $3.75 per title and $2.50 per volume. Costs in individual libraries run as high as $5.90 per title and $4.74 per volume."

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This was in 1950-51. Certainly costs have increased rapidly and steadily since that date. If we may trust [redacted] 1951 study, our 1957 cost of $4.06, or even $4.42, are not "abnormally high." 25X1

(2) The trade journal, "Library Trends," for October 1953, contains an article, "Costs of Cataloging," by Felix Reichmann, Assistant Director, Cornell University Library, which states in part (p. 301)

> "The large research libraries, however, continue to be preoccupied by rising costs of cataloging. Columbia University Library calculated for 1950-51 an expense of $3.66 per title and the University of California Library for 1949 one of $3.34 per volume."

(3) To conclude this Part on comparative costs of cataloging, it is pertinent to quote again the Swank paper:

> "The studies in general, then, offer little help in the evaluation of cataloging costs. Most of them are incapable of interpretation, in that variations in cost cannot be related to variations in the basic factors which determine costs and which, if related to library objectives, might form some basis for judgment. None of the studies, moreover, treats of cataloging as part of the broader bibliographical complex, a knowledge of the total cost and function of which would be important to the evaluation of cataloging." (loc. cit., p. 63)

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Part I.

D. Workload is Low.

NOTE: The Task Force assumes that this subject should read "production" rather than "workload".

1. This question, like that on costs of cataloging, is treated by the Consultants on the basis of comparison. We hold that, like costs, available production data are inadequate to permit evaluation in this manner.

2. The Task Force believes that production of the catalogers was low in titles of intelligence interest because their efforts were expended on the cataloging of books which should never have been sent to the Section for cataloging.

3. The Spring 1957 issue of the American Library Association publication "Library Resources and Technical Services" contains an article on cataloging statistics -- "Report on an Experiment" -- written as a term paper by two candidates for MS degrees in Library Science. In this article are tabulations of the returns to questionnaires sent to University, City and Specialized Libraries. A study of the titles cataloged versus professional and/or total employees used in cataloging reveals a wide range of productivity. CIA productivity figures show up satisfactorily by comparison. However, the comparison is actually worthless because (a) all use from 10-50% LC cards for their accessions, (b) none uses the ISC system, and (c) none are comparable in mission and physical structure. This comprehensive tabulation contains no production figures to substantiate the statement of the Consultants that 30 minutes per title should be a standard for catalogers.

4. The Consultants cited the production of Yale and the Department of State and said that State was comparable to the CIA by character. In the tabulation cited above, Yale had the lowest rate of production per professional employee of any of the 29 academic libraries listed - a rate approximately 50% of the CIA rate. Production at the Dept. of State library is also lower than that at the CIA. Comparable statistics follow:

	Prof. Staff	New Titles Processed (FY 56)	Added Copies (FY 56)	New Titles per Prof. per Yr.	Added Copies per Prof. per Yr.	Total Prod. per Prof. per Yr.	Hourly Cat. Rate New Titles 1/	Hourly Cat. Rate (Units per Hour)
Yale	38	25,569	59,479	673	1,565	2,238	.27	1.24
CIA	11	12,972	15,860	1,179	1,442	2,621	.65	1.46
State	12	14,103	8,661	1,175	722	1,897	.65	1.05

1/ Work hours per year calculated as follows: 225 days or 1800 hours.

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5. In the opinion of the Task Force the Consultants erred in their statements and in the factors used, or quoted, in their discussions.

6. Our analysis of the CIA cataloging operation, sparked by the Consultants remarks, points up the need for a better balancing of the professional versus non-professional personnel in staffing the Cataloging Section. It now appears that our proportion of non-professional staff has been too low and has thus thrown a considerable clerical-type load on the professional catalogers, and this, in turn, has increased our per title dollar costs and reflected unfavorably on production figures.

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Part I.

E. The Cataloging Staff Should be Reduced by Half.

If the CIA Library cataloging continues under the ISC system, this conclusion is unrealistic and operationally unsound for reasons discussed in the preceding Parts. If the cataloging system shifts from the ISC to the LC system, the number of professional catalogers can be reduced 33 1/3% or from 9 to 6. However, if the proper ratio of non-professionals, typists and clericals to catalogers is to be maintained, the total staff can be reduced only from 17 to 14 (see Part III, D on workload). If provision is made to recatalog some ISC material into the new LC system, the total staff can not be reduced until the recataloging is completed.

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Part II.

Comparison of Possible Catalog Systems for CIA Library

Item	Library of Congress System	Present ISC System	Revised ISC System
1. Purpose of System	Primarily for books - adopted by most major American Libraries.	Designed for indexing of documents - used only by the CIA for books.	ISC revision is concerned solely with document indexing.
2. Ability to Record all Subjects	Can record all subjects. Special interest subjects can be expanded as required.	Designed specifically for intelligence subjects - can be adapted for other subjects and books only with difficulty.	Same as for present ISC system.
3. Access by Subject to all Relevant Material	Complete subject accessibility.	Universal coverage in theory; in practice, has not been tested to include all documents, FBIS reports, cables, periodicals, etc., nor all books.	Same as for present ISC system.
4. Compatibility with Outside Cataloging Systems	Is fully compatible with the systems in effect in most open sources of research material - since all major libraries use the LC system.	Incompatible with all other open literature indexes.	Same as for present ISC system.
5. Orientation of Customers	Order of the alphabet is common knowledge and is constantly used in other situations. Customer has learned and used word and phrase dictionary catalogs during his academic career.	Customer must convert words into numbers to search subject catalog, and geographic names into area symbols to search the area catalog.	Same as for present ISC system.
6. Permanence	Minor modifications, improvements and adaptations are easily made within the system - permanent in that the basic system has never changed.	Changes in subject interest or specification have altered the basic structure of the system and required extensive recataloging.	As a new system, there will almost certainly occur many changes in subject interest or specification under the revised ISC which will alter the basic structure and require subsequent large scale recataloging.
7. Simplicity of Cataloging Procedures	It is easier and less time consuming to classify a book under the LC system. It considers first the subject as a whole-then secondly identifies the parts of the subject.	Designed primarily to index fragmentary information found in documents, not broad scope treatments found in books.	Might be adapted to bring broad scope subject treatments together.
8. Ability to Accept LC Cards	Inherent.	None - precluded by IBM application.	If machine processing were discarded, 3 x 5 cards may be used.
9. Card Filing Methods	Cataloging Section to maintain all catalogs manually. Standard 3 x 5 cards to be used. Cards to be locally reproduced by mimeo process.	Although IBM subject and area cards are still punched for machine control purposes all filing of cards is now manual.	Manual maintenance of catalogs recommended.
10. Catalogs to be Maintained	The catalogs maintained would be: Author-Title Subject Area Shelf List The first three may be maintained as one catalog or as three catalogs - three independent catalogs are recommended.	Author-Title Subject Area Index Shelf List	Author-Title Subject Area Index Shelf List

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Item	Library of Congress System	Present ISC System	Revised ISC System
11. New Equipment Requirements	Conversion to 3 x 5 locally reproduced cards would require: new catalog files card printing equipment photo card reproduction equipment. Continuation of the present IBM card system is not possible under the LC system.	None.	If 3 x 5 cards used - the following equipment would be required: new card files card reproduction equipment photo card reproduction equipment. If IBM cards retained, no new equipment is required.
12. Staff Requirements	Activities under the LC system would differ from the present system and require a rebalancing of the staff. Activities would be: Catalog & Review/Revision - Prof. Search of LC Catalogs - Non-Prof. Added Copy Processing - Non-Prof. Catalog Maintenance - Non-Prof. Stencil & Card Typing - Typist Book Labeling and Distribution - Clerical Production of Cards - Clerical	See other columns.	Conversion to the revised ISC might well include a rebalancing of the clerical and professional personnel assignments in the Catalog Section. The savings to be realized would appear to be small. Staffing to produce 3 x 5 cards would also appear advisable.
13. Recruitment of Catalogers	Experienced or knowledgeable catalogers should be more readily available, since the main features of this system are common knowledge.	Professional catalogers are required but must be trained in the unique ISC.	Same as for present ISC system.
14. Impact of Conversion on Other Library Components	a. During the conversion period there will be two book collections and two circulation procedures. b. New space for the old collection must be found, proximity important. c. Library staff and customers must be reoriented. d. For benefits see other entries this column.	None.	Same as for LC system.
15. Speed of Processing	Adoption of this system will speed up the overall cataloging process because: a. The system is easier to apply to books. b. Book cards will appear sooner in the catalogs. c. All machine processing and [redacted] reproduction is eliminated by the 3 x 5 card system.	Same.	About as fast as under present system because catalogers must continue to make most of basic decisions. 25X1
16. Cost (see Part III, F)			

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Part III. POLICIES AND CATALOGING SYSTEM FOR CIA LIBRARY.

A. Recommended Policies.

There appears to be no clearly enunciated statement from higher authority to identify the scope and coverage of the book collections in the IAC community; nor the relative intensity of their coverage by either subject or area. CIA has no similar policy directive. There is no comprehensive OCR directive to guide the acquisition operations, either short or long range; and no corresponding policy guidance for the selection of books to fill the collection. Lacking such policy direction, in its logical sequence and fully correlated, neither the Cataloging Section nor related Library activities have been in a position to operate effectively and efficiently.

This Task Force, while primarily interested in the specific subjects set forth in the Problem, believes that no cataloging system can be made to operate properly in the absence of such policy guidance. Therefore, the Task Force proposes the following:

1. Policy on Coordination of the Collection of Open Literature by the IAC Community (similar to the Farmington Plan for the collection of foreign literature by American Universities).

   a. The limitations of money and space in each IAC Agency precludes each from having a worthwhile collection adequately covering all subjects and areas of knowledge. Furthermore, present practices are costly from a dollars and cents standpoint and result in collections of unknown value.

   b. The most efficient system among the IAC agencies would appear to be one which would recognize a primary subject field or fields as the specific responsibility of each associated agency, with secondary fields assigned as appropriate to each agency. This would permit each to concentrate its full resources on a specific subject, to the end that the Community as a whole would have an excellent collection in all subjects rather than a number of uncoordinated general collections. Each participating agency could then collect to a lesser extent to meet its own reference and Ad Hoc subject requirements, with the full assurance that any seeker for specialized knowledge could find it in a specialized collection in the community.

   c. With such a distribution of primary responsibility, the acquisition, selection, cataloging and other library activities in each agency could be efficiently and intelligently planned and performed. Researchers would, by publication of this collection policy, be informed of the location of the specialized sources for each subject. This proposed system could be expanded eventually to (a) provide a union catalog of selected holdings of the associated libraries and (b) utilize any prior cataloging performed by other agencies.

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d. This Task Force suggests that AD/CR request the IAC Ad Hoc Subcommittee on Information Processing (AHIP) to undertake a project to assign primary subject and area fields of responsibility to each member library and to determine and evaluate their individual capabilities and resources for fulfilling such assignment.

2. Delineation of the Scope and Coverage of the CIA Intelligence Collection.

a. It is imperative that OCR have a clearly understandable policy statement on this subject - whether it stems from a logical spread of subject responsibility among the IAC agencies, as proposed in par. 1 above, or, lacking such guidance, is developed by AD/CR. This basic authorizing document is essential as a foundation for subsequent policy statements and any effective planning concerning acquisitions, budgets, selection, cataloging and the staffing and operation of all Library components. The policy statement should be directive in nature and be explicit as to the subject and area fields of primary and secondary interest to CIA with indicators showing the procurement intensity for each.

b. A publication of the Armed Forces Medical Library (now the National Library of Medicine) dated 27 December 1955, subject "Resume of Scope and Coverage of the Collection", might well be adopted as a model for a CIA policy statement provided the introductory paragraph(s) are written in a more directive tone. The format, the use of the commonly understood Library of Congress classification structure and the simple numerical ratings of the desired depth or intensity of coverage, are easily understood and permit later change of emphasis when necessary without complete revision of the entire document. (See Exhibit next page)

c. This Task Force recommends the early publication of a directive policy statement on this subject for the reasons, and along the lines, discussed above.

3. OCR Policy for the Control of Acquisitions for the CIA Intelligence Collection.

a. For like reasons, there must be a clear and authoritative statement of policy governing acquisitions if cataloging is to be conducted as an economical and efficient library operation.

b. The Armed Forces Medical Library publication referred to above, could be adopted as an excellent format for this policy statement if expanded to include budgetary limitations for subjects and areas and with clauses to provide for and/or limit purchase by overseas Publications Procurement Officers.

c. This policy document, with subsequent revisions, would serve to keep all responsible officers informed and would provide a time basis for operational planning in all associated activities.

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E-X-H-I-B-I-T
(Sample Page)

TTR/9-24
LM (B-5a)
27 December 1955

ARMED FORCES MEDICAL LIBRARY
Washington 25, D. C.

27 December 1955

LIBRARY MANUAL: B-5a

SUBJECT: Resume of Scope and Coverage of the Collection

The numerical rating shown opposite each of the following subjects (selected from the Library of Congress classification schedules) indicates the depth to which the Library will collect publications in a given subsject. The meaning of the rating numbers is as follows (cf. Library Manual B-5, subject, Scope and coverage of the Collection):

1 - skeletal collection
2 - reference collection
3 - research collection
4 - exhaustive collection

	AS	Academies and learned societies
(1)	1	Periodicals devoted to general interests of societies
(3)	2	Yearbooks, etc.
(2)	5-911	Publications of general societies, by country, etc.
	AY	Yearbooks, almanacs, directories (general)
(3)	40-59	By country, date, etc.
(4)	81.M4	By subject (popular only): M4 medical
	AZ	History of the sciences in general. Scholarship and learning
(2)	101-106	Philosophy, theory, etc.
(2)	200-908	History
(2)	999	Popular errors, superstitions, delusions
	B	Philosophy
(1)	41-48	Dictionaries
(1)	49	General works
(1)	50	Special, by subject, A-Z
(1)	51	Encyclopedic works
(1)	67	Relation to science
(1)	69-491	Comprehensive works. Compends. Manuals
	BC	Logic
(1)	9	Dictionaries
(1)	11	Comprehensive works, Early
(1)	50-57	Theory, nature, scope, relations, etc.

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d. This Task Force is particularly interested in acquisitions because the staffing and operation of an efficient cataloging unit must be accurately balanced to the rate and volume of procurement (and selection). For this reason, it is believed that this policy statement must be comprehensive and must resolve certain problems inherent in the present library operation:

(1) The problems in recruitment and training of cataloging personnel preclude any rapid changes in the size of the staff to adjust to variations in acquisitions input. The rate of cataloging production is also relatively inflexible. It is important, therefore, that long range planning for this operation be based on firm acquisitions (and selection) policy.

(2) Since cataloging is at best an expensive activity, it is highly important that this activity be restricted to its proper use. The cataloging of books as an instrument for administrative control in OCR or elsewhere in the Agency is not a proper function of a library catalog and dissipates the limited resources which should be reserved for the cataloging of those books which are properly a part of and under the control of the CIA Library. Any number of adequate and simple systems can be devised for the control of specialized expendible collections of text books, desk reference books of all types, legal and medical books for the continuous use of specialists and similar "tools of the trade".

(3) The question of accountability versus non-accountability, in the fiscal sense, as applied to books can be argued from several standpoints. However, from a cost and efficiency standpoint this question must be decided by OCR and a clear policy must be stated. Whether or not it is decided to continue the purchase of books for the Intelligence Collection as accountable items is not important to this Task Force problem. It is basically important, however, that <u>all other</u> books be purchased as expendable items and be distributed accordingly - to be controlled administratively by the using component. The simple fiscal records maintained in Acquisitions Branch will provide a means of identifying and, if ever necessary, recovering this material for the permanent collection.

(4) The question of how many copies of each selected title will be incorporated into a properly balanced CIA Library collection has apparently never been resolved. In 1957 this failure led to the unnecessary cataloging of approximately 10,000 added copies. It is imperative that a policy statement resolve this problem.

(5) Uncorrelated library procedures in the selection, screening, searching and acquisitions activities have transferred the cost of identification of many added copies and added volumes to the cataloging staff. Properly correlated functions and procedures throughout the Library structure could avoid this duplication of effort and thus increase the productivity of the Catalog Section. While this is not strictly a policy matter, it should be corrected simultaneously with other problems discussed herein.

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e. This Task Force recommends the early publication of a directive policy statement on this subject which will resolve the problems cited above.

4. OCR Policy Governing the Selection of Books for the CIA Intelligence Collection.

a. This Task Force is concerned with this subject because of its impact on the cataloging operation - which is extensive, as indicated elsewhere in this Part and further amplified below.

b. Adequate policy guidance as to the (a) CIA fields of primary interest in the IAC Community, (b) the scope and coverage of the CIA Intelligence Collection, (c) the CIA acquisitions program and (d) a clear and firm decision as to what will and will not be in the CIA Intelligence Collection, will ipso facto, determine and restrict the "Selection" policy. However, there are additional factors which this Task Force believed should be considered.

(1) It is necessary, from a service standpoint, that channels be developed and announced through which OCR can be informed of new and forthcoming intelligence projects. Appropriate Library officials could then evaluate the research requirements of the projects, the on-hand resources to support later demands and act to obtain additional material.

(2) Policy, functional or procedural devices should be developed and enforced to guarantee constant appraisal of the use of existing book stocks in the CIA collection and the failure of the collection to supply demands made upon it. Such constant evaluation is the only sound basis for necessary revisions to scope and coverage, acquisitions/selection policy, intensity of procurement, and other governing directives.

(3) Foreign language selection requires the use of staff having superior linguistic qualifications, otherwise the cataloging staff may find itself processing foreign language materials which fall outside established selection policy.

c. This Task Force recommends that the foregoing be considered during the development of a Selection Policy.

5. OCR Policy Governing the Elimination of Titles from the CIA Collection.

a. There will be a limit on the size of the CIA Collection by virtue of space restriction and for other reasons, for example, continuing obsolescence within the collection because of shifting emphasis as to subjects and areas, the general preoccupation with current problems, etc. The availability of vast and permanent research collections in the Washington area eliminates justification, in our opinion, for the retention in our collection of older and infrequently used books. The proposed shift to the Library of Congress System will present a need for screening of the present ISC collection to determine which titles are worthy of retention. Lacking policy guidance, the screening and

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weeding process could be a chaotic affair resulting in unmanageable workloads for the Catalog Section since it must process every book removed from the collection. Input and outgo must be equal when the collection has reached its maximum size -- either as determined by policy or dictated by space limitations -- hence there is need for a firm policy directive to govern this activity.

b. A weeding policy should provide for identification of:

(1) Books and classes of books that are seldom used.

(2) Books and classes of books made obsolete by revisions to the policies governing scope and coverage of the collection and by revisions to acquisition/selection policies.

(3) Books superceded by later, more comprehensive or more sophisticated coverage.

(4) Books that must be disposed of because of higher priority demands requiring the space or funds or processing capacities.

c. This policy is needed upon adoption of the LC system because it must govern the disposition of the present ISC Collection. We recommend that the ISC Collection be relocated, operated and disposed of according to the foregoing policy and in this sequence:

(1) Recatalog the present Reference Collection during the first two (2) years - as provided for in the staffing of the proposed new Cataloging Section.

(2) Immediately isolate the balance of the ISC Collection and collect use records over the first two (2) years. Based on these records and the appropriate selection policies, identify elements of the Collection to be recataloged to the new LC Collection.

(3) Retain the remainder of the ISC Collection for further measurement of use or dispose of it to the Library of Congress immediately as may seem appropriate at that time.

6. Policy Governing the Furnishing of Library Card Catalogs and Card Service.

a. The proposed for an expendability policy discussed elsewhere in this Part should eliminate some of the expensive demands on the Cataloging Section to provide catalogs or card service to dispersed Library Branches, unrelated Agency components and to individuals. In the new building there should be less reason for legitimate Library Branches. Regardless of past practices, in planning the new cataloging operations prepared in this report we believe that it is essential to limit the number and extent of these services. Branch Libraries, regardless of number or location, should be provided only Author/Title catalog service. This Task Force believes, as expressed elsewhere in this Report, that the collections now held by other Agency components are of a nature outside the scope and coverage to be expected of the

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CIA Collection, and should be considered as expendable "tools of the trade", and be controlled by the owning component under some simple administrative procedure. In the matter of card service to miscellaneous individuals, we recommend that the service be discontinued in toto. If the need for an Accessions List for books can be proved, such a list could be created as a by-product of the 3 x 5 catalog card operation. It could be issued separately or as a part of the IPI. A card production service should not be used to provide such expensive individual service.

b. The reasoning above is based on the following functions of the card catalog. The card catalog must be able to answer two types of questions:

(1) Does the Library have this specific book, e.g., Dean Acheson, "A Democrat Looks at His Party"?

(a) This question requires an Author/Title catalog and we believe that Branch Libraries should be equipped to answer it.

(2) What material, if any, is there on this subject, e.g., the intelligence apparatus in East Germany?

(a) This type question requires a Subject/Area catalog and reference to all other resources available. Adequate answer could not and should not be sought in the Branches, in private collections, nor from individuals holding a limited category of cards. The Library Reference Branch is designed to be the central point for searches for all pertinent matter on a given subject.

c. This Task Force recommends that the policy on this subject:

(1) Prohibit the cataloging of books for collections other than the CIA Intelligence Collection, e.g., QMHat - SOVRIX - [redacted] Medical - Legal - etc.

25X1

(2) Prohibit the distribution of selected cards to individuals [redacted]

(3) Establish the CIA Library Card Catalog system as:

25X1

Reference Branch
- 1 Author/Title Catalog
- 1 Subject Catalog
- 1 Area Catalog

Cataloging Section
- 1 Author/Title Catalog
- 1 Shelf List

K Building
- 1 Author/Title Catalog

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TTR/9-29

Barton Hall
1 Author/Title Catalog

[redacted] 25X1
1 Author/Title Catalog

HIC Collection
1 Author/Title Catalog
(HIC books only)

OTR
1 Author/Title Catalog

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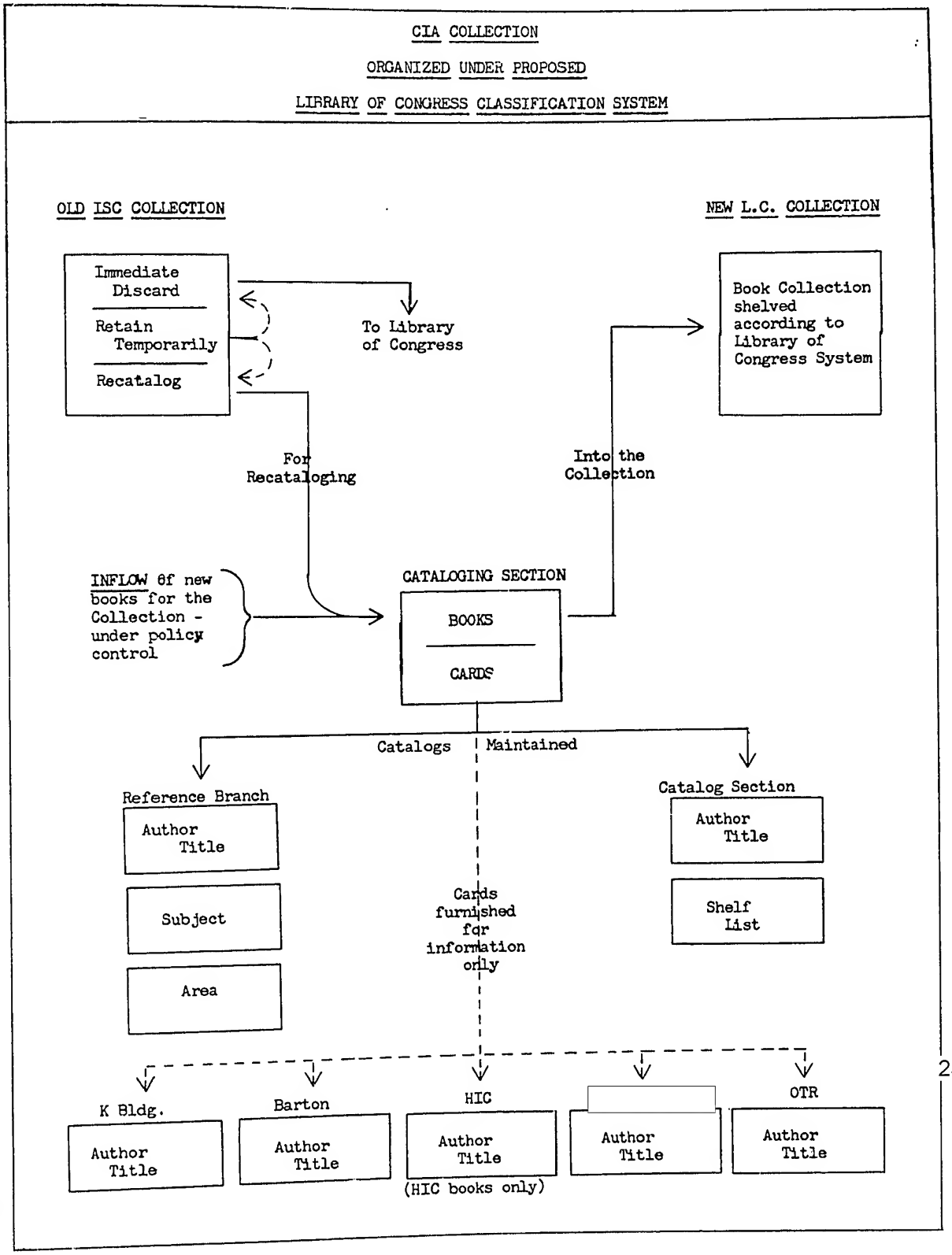

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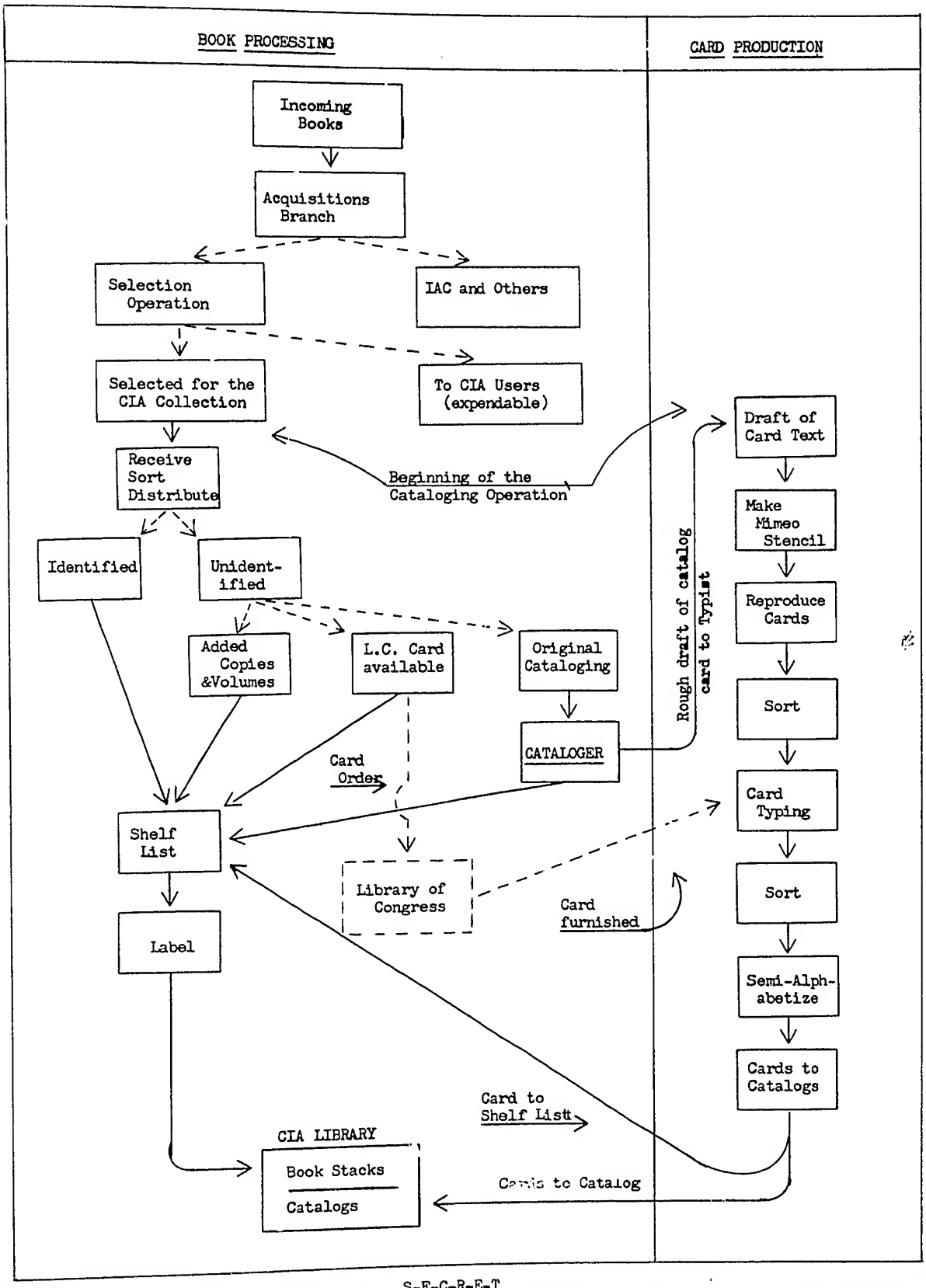
BOOK PROCESSING AND CARD PRODUCTION

UNDER

LIBRARY OF CONGRESS SYSTEM



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Part III.

D. Cataloging Workloads, Standards and Staffing.

1. All calculations in this Part are predicated on the following assumptions:

a. That the recommended basic policies on scope, acquisitions, selection, weeding and cataloging will be formulated approximately as proposed.

b. That the rate of input of new titles to the CIA Collection will remain at about the present level for the next two years. At that time the actual impact of policies, budgets, etc., on input will have been experienced, and the major recataloging of the ISC Collection can be planned.

2. Cataloging Workload:

a. Workload has been calculated in two phases to allow for determination of experience factors including the following:

(1) Impact of policy guidance.

(2) Changes in budget for the book collection.

(3) Experience with the Library of Congress system during a shake-down period.

(4) Disposition of the present ISC Collection during and after a screening/weeding process.

b. The workload during the first phase - two years of operation from date of conversion to the LC system - is calculated to continue at the present rate - about 12,000 new titles per year. There is no basis for any other calculation. Our estimate for added copies/added volumes is 8,000 per year - a 50% reduction based on the proposed new accountability policy. Thus 20,000 volumes will be put into the collection per year. In addition, we have planned during this phase for certain essential recataloging from the old ISC collection.

c. Before the end of the first phase it should be possible to calculate the new average rate of input to the collection and the amount and priority of any further recataloging from the old ISC collection. The Cataloging Section T/O can then be adjusted accordingly. It is possible that the workload may also be affected by experiments planned to determine the amount and kind of help to be obtained from utilization of LC processing for its Monthly Index to Russian Accessions and the East European Accessions Index.

3. Standards - new material

a. Professional	per hour
cataloging - to include original descriptive and subject cataloging and classification	1.2 titles
cataloging review - to establish uniformity and consistency in original cataloging	7.2 titles

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b. Non-professional

	per hour
search and identify titles	15 titles
catalog with LC cards	6 titles
cataloging of added copies and added volumes	20 volumes
catalog card filing and catalog maintenance	100 cards

c. Clerical (including typing)

	per hour
(1) Typing	
typing stencils for catalog cards	30 mats
completing catalog cards - e.g. typing subject headings	42 cards
card sorting and preliminary alphabetizing	200 cards
(2) Card production	
card production from stencils (average of 21 cards per stencil)	15 stencils
card sort	900 cards
(3) Book handling	
receive, sort and distribute volumes	45 volumes
label - write call number on label and paste on spine	30 volumes

4. Standards - recataloging

	per hour
a. Professional - no recataloging duties assigned	--------
b. Non-professional	
search titles for LC card order numbers, verify LC subject headings and classification or adapt to CIA practice, verify Cutter number, order LC cards	2.6 titles

All other non-professional and clerical operations performed at rates specified par. 3, b and c above.

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5. Staffing estimates

a. Assumptions

(1) Workload - books

For reasons discussed in par. 2 above, an annual rate of receipt of 12,000 new titles and 8,000 additional copies or volumes is assumed. Of the 12,000 new titles, it is estimated that LC cards can be obtained for 10% or 1,200 titles per year. The balance, 10,800 titles per year, are assumed to require original cataloging by the CIA Catalog Staff.

(2) Workload - card production

A requirement of 21 cards per new title is assumed in the calculation of staff requirements for card production.

(3) Basis for calculation of net available man hours -

gross hours per year per employee	2080
less 8 holidays	- 64
	2016
less estimated annual leave @17 days per year	-136
	1880
less estimated sick leave @10 days per year	- 80
	1800
less losses of productive time due to security checks, coffee breaks, make ready etc.	-225
	1575
less training	- 75
Total - net manhours available per year	1500

b. Calculation - professional staff requirements

Function	Work Standard per Hour	Estimated Workload per Year	Staffing Requirement
Original cataloging	1.2 titles	10,800 volumes	6 bodies
Review	7.2 titles	10,800 titles	1 body

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c. Calculation - non-professional staff requirements

Function	Work Standard per Hour	Estimated Workload per Year	Staffing Requirement
Search	15 titles	12,000	800 hours
Cataloging with LC Cards	6 titles	1,200	200 hours
Cataloging added copies and added volumes	20 volumes	8,000	400 hours
Catalog card filing and catalog maintenance	100 cards	132,000	1,320 hours
		Total Hours	2,720 hours
		Staff	2 bodies

d. Calculation - clerical staff requirements

Typing	30 stencils	10,800 titles	360 hours
Completing catalog cards	42 cards	96,000 cards	2,285 hours
Card sorting	200 cards	132,000 cards	660 hours
Card production	30 stencils	10,800 stencils	360 hours
Card sorting	900 cards	226,800 cards	252 hours
Receive and distribute books	45 volumes	20,000 volumes	444 hours
Label volumes	30 volumes	20,000 volumes	666 hours
		Total Hours	5,027 hours
		Staff	4 bodies 1/

1/ The exact calculation is 3.3 bodies - the balance will be applied over the first two years in support of recataloging.

e. Recapitulation

	T/O	
Professional Staff		
Chief of Section	1	
Professional Catalogers	6	
Reviser	1	
Sub-Total - Professional Staff		8
Non-Professional Staff	2	
Typists	2	
Clerical	2	6
Total T/O		14
T/O requirement for selected recataloging (see par. 6 below) 2 non-professional, 1 clerical		3
Grand Total		17

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6. Staffing estimates for recataloging selected portions of the ISC Collection. Notwithstanding recommendations of this Task Force for a 2 year moratorium on recataloging of the general ISC book collection (cf Part III A-5 c) it is recognized that much, if not all, of the present reference collection - estimated at 14,000 titles - must be recataloged starting immediately. Assuming that recataloging can proceed at a rate of 4,000 titles per year, per cataloger, or twice the rate for new cataloging, we propose that there be established an additional staff of two non-professionals (to recatalog 8,000 titles per year) and one clerical to type 8,000 sets of cards per year. Any additional immediate recataloging will require additional staff over and above that calculated herein.

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Part III.

E. Furniture, Fixtures, Equipment and Space Requirements.

1. There will be requirements for certain furniture, fixtures, equipment and space to augment and/or replace present facilities when the Library of Congress System is adopted.

2. Requirements for catalog cabinets are contingent on AD/CR policy decisions as to future relations with such subsidiary collections as SOVRIX, QMHat, HIC, [redacted] VMR, etc.; on policy as to Branch Libraries; and on policy decisions as to the future control of text books, special reference books for daily desk use by all parts of Agency technicians, etc. (the expendable versus collection value book).

25X1

3. Assuming that the policies and limitations recommended by this Task Force as basic requirements are adopted and enforced, the following equipment will be necessary:

11 Catalog Cabinets (for 3 x 5 cards)
Gaylord Model 3560-M or equal
(72,000 cards in 60 trays)

1 Mimeograph Machine for catalog cards - Model 416
A. B. Dick Co. Model

1 Library of Congress Classification Schedule (for Cataloging Section)

1 Library of Congress Subject Heading List (for Cataloging Section)

4. Supplies that must be on hand at the initiation of the LC system are:

1 Set Catalog Cards (for Subject Catalog)
Gaylord No. 305

1 Set Library of Congress Catalog Guide Headings (for Subject Catalog)
Gaylord No. 425-A

9 Sets Catalog Guide Cards (for all Author/Title Catalogs)
Gaylord No. 350 - cut fifths

100,000 3 x 5 blank catalog cards - punched - medium weight - off white - first quality

2,000 Special A. B. Dick Mimeograph Stencils - perforated - for 3 x 5 card - 4 cards per stencil

Plus the usual ink, pads, trays, etc. for mimeo operation.

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5. The space situation is as follows:

a. Book storage space is exhausted.

b. The Consultants recommended against extensive weeding of the collection at this time. We agree because there are no firm policies to govern such action.

c. The collection is continuing to grow at the annual rate of approximately 7,000 to 10,000 volumes at the very minimum.

d. The Cataloging Section is now crowded in its M Building location to the point of inefficiency and in addition under present proposals, must have a minimum of 150 square feet of space for card reproduction purposes.

e. Acceptance of the major recommendations of this Task Force will require the establishment of a separate LC collection.

6. The following are proposed as solutions to the foregoing problems:

a. Exchange space now occupied by Cataloging Section and Reading Room.

b. Move ISC (excluding Reference collection) to the closest usable space, (estimated at 3,400 square feet including space for attendants).

c. Start LC collection in present ISC stack space.

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Part III-F.

Book Cataloging
Estimated Cost Comparisons
ISC (FY 1957) Versus LC System (FY 1959)

ISC System (Est. FY 1957 Costs)			LC System (Est. FY 1959 Costs)		
Expense Items		Cost	Expense Items		Cost
Salaries (Catalog Section)			Salaries (Catalog Section)		
Professional (10)	56,455		1. Original Cataloging		
Non-professional (6)	23,950	80,405	Professional (8)	48,865	
			Non-professional (6)	25,535	74,400
			2. Recataloging from ISC		
			Non-professional (3) (2-7's & 1-5)		12,720
Supplies (Catalog Section)			Supplies (Catalog Section)		
Stencils (Multilith) 15,500	350		Stencils (Mimeograph) 140 Quire (96 per Q)	317	
Misc. Supplies	350	700	Ink and Machine Supplies	300	
			Card Stock - 3 x 5 235,000 @6.25	1,470	
			LC Card purchases		
			1. Original Cataloging 1,200 Titles x 21 cards	916	
			2. Recataloging Items 8,000 Titles x 21 cards	6,080	9,083
Machine Division Costs					None
Equipment Rental (pro-rata)	1,758				
IBM cards (730,000 @1.05)	766				
Labor	2,225	4,749			
[redacted]					25X1
Card production 15,500 stencils @.52	8,060	8,060			None
Total Cost		$93,914	Total Cost		$96,203

25X1

[redacted]

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Production and Unit Cost Computations

DETAIL	Library of Congress Incl. Card Production Excl. Recataloging		Library of Congress Incl. Card Production Incl. Recataloging		Library of Congress Excl. Card Production Incl. Recataloging		Library of Congress Excl. Card Production Excl. Recataloging		ISC (1957)	
	Basis	Unit Cost	Basis	Unit Cost	Basis	Unit Cost	Basis	Unit Cost	Basis	Unit Cost
1. Professional T/O Versus New Titles T/O and Salaries New Titles	(8) $46,600 12,000	3.88	No additional professional personnel		No additional professional personnel		No additional professional personnel		(10) $55,650 10,912	5.10
2. Total T/O versus Total Volumes T/O and Salaries Total Volumes	(14) $68,620 20,000	3.43	(17) $81,340 32,000	2.54	(15) $74,000 32,000	2.32	(12) $61,280 20,000	3.07	(16) $77,670 24,626	3.15
3. Total Cost Versus Total Volumes Total Cost Total Volumes	(14) $71,703 20,000	3.59	(17) $90,423 32,000	2.83	Comparison not valid		Comparison not valid		(16) $91,179 24,626	3.70

N.B.

1. For purposes of comparison all salaries in above computation are adjusted to the entrance salary for each appropriate grade as shown in 1955 pay schedules. Normal In-Grade promotions FY 1959 over FY 1957 will have increased the present ISC T/O salaries by approximately $4,600 (base step to 3rd step for 16 people).

2. Production under the ISC system is actual; production listed for the LC operation is based on Task Force estimates.

3. Cost computations for the LC system are calculated four ways to adjust for the basic variations from the present ISC system:

   a. Card production is proposed as an inherent part of the cataloging operation under the LC system - it was borne by Machine Division, OCR, and Printing and Services Division, OL, under the ISC system.

   b. Recataloging is a new operation which will be an additional cost under the LC system, until the ISC collection is completely disposed of.

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Part III.

G. Conversion Schedule.

Sequence of Actions:

1. Approval of Library of Congress Classification System and Task Force recommendations.

2. Issue directives and policy statements required.

3. Initial steps:

   a. Arrange for space to rehouse ISC collection.

   b. Accommodate old ISC shelving to new LC system.

   c. Order necessary equipment:

      (1) For Circulation Branch to maintain and service the old ISC collection.

      (2) For Cataloging Section to install catalogs and perform card reproduction - see Part III E.

4. Long range steps:

   a. Revise Catalog Section job descriptions and initiate recruitment.

   b. Locate and clear a person experienced in the Library of Congress system to assist in the training of cataloging staff - a 6 weeks project full time.

   c. Bring Library of Congress Classification Schedules up to date.

   d. Correlate LC Schedules with old ISC and work out modifications with [redacted] the LC Consultant to the ISC revision project.

   25X1

   e. Revise Procedure Manual for Cataloging Section and train staff.

   f. Set cut-off for termination of ISC cataloging and an initiation date for the LC system.

   g. Initiation date for recataloging of Reference collection follows "f" above and is contingent upon the recruitment and training of 2 non-professionals (GS-7) and 1 typist (GS-5) (see Part III D).

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5. The Task Force believes that ISC cataloging may be terminated 4 months after the date of approval of the plan and LC cataloging may be initiated 1 month later, provided all actions are accomplished and no unforeseen delays occur. Given an initial decision on 1 April this would set 1 August and 1 September 1958 as the effective dates.

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10 April 1958

MEMORANDUM FOR: Assistant Director, CR

SUBJECT : Subject Cataloging of Books in CIA Library.

REFERENCE : Final Report on Cataloging of Books, Task Team No. 9, (OCR) 26 March 1958, p. TTR/9-3.

1. Problem

To determine whether subject cataloging of books might be terminated by CIA Library.

2. Background

One of the assumptions on which OCR's Cataloging Task Team based its report reads as follows: "...the CIA Library will continue to give ... books subject cataloging".

This paper cites discussion among librarians to the effect that the case for subject cataloging is no longer conclusive. The question arises whether CIA practice is abreast of that of progressive libraries? Secondly, CIA appears particularly favorably situated in the matter of access to the resources and services of the Library of Congress and other Federal libraries. This paper asks whether the CIA cataloging operation can take fuller advantage of this circumstance. Thirdly, available evidence is limited and inconclusive concerning the needs of intelligence analysts for subject access to books and concerning their habits of use of externally produced subject guides to books. If, as proposed here, these matters were carefully investigated and the need for CIA provided subject access were found to be small, a substantial reduction in CIA cataloging costs could be effected.

The Task Team on Cataloging assumed in its report that CIA subject cataloging should continue under its proposed reorganization pending answers to the questions raised above, particularly in the matter of analyst requirements. In addition, it does not appear possible at this time to evaluate the effect of the CIA move to suburban quarters on analyst and library staff use of Library of Congress vis a vis CIA Library subject card catalogs. Finally, subject cataloging for intelligence purposes could also be classed as a variety of research insurance the cost of which might well be considered minor in relation to intelligence objectives.

3. Discussion

A. The utility of subject cataloging.

Felix Reichmann in an article on Costs of Cataloging, pp 290-317, Library Trends, October, 1953, cites an investigation of the use of the subject catalog at the University of California which arrived at the following conclusion:

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"...if subject cataloging were to be dropped for all foreign books and for all English books more than twenty years old, subject-cataloging load would be reduced immediately by 65%. The efficiency of the subject catalog in terms of books circulated with its help would progressively decline to a level not lower than 80 per cent of its present effectiveness." p. 312.

Application of this proposition to CIA Library would involve the following:

(1) Determination of the proportion of foreign books to the total flow of books through Cataloging Section, CIA Library, in order to establish the costs involved.

(2) Measurement of the probable effects of termination of subject cataloging of English language books.

(3) Acceptability, as one substitute for a subject catalog, of browsing among books on CIA Library shelves arranged according to subject.

(4) Effect on utility of the central book collection of CIA's book procurement policy which supports the maintenance of local collections for specialists and which therefore may reduce the use by analysts of a central library subject catalog.

(5) The effectiveness as substitutes for CIA subject cataloging of (a) national and specialized bibliographical services regularly maintained in CIA Library, and (b) the subject catalogs maintained in other Federal libraries, in particular, the Library of Congress. (cf. also, discussion in following paragraph).

Conclusions on these points might well be based on selective experiments in which all of the books received from a given national or language area would be stored and retrieved for a test period without provision of a subject catalog.

B. Use of resources and services of other Federal libraries in lieu of subject cataloging of books in CIA.

Much could be done to define the role of the Library of Congress and other governmental libraries, present and potential, in support of intelligence community research. Two types of services are involved, namely: (1) printed bibliographical publications which can be purchased and maintained in CIA Library, and (2) facilities in the given library to which CIA Library staff or the researcher can be directed.

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(1) Assuming that CIA Library maintained an author/title/added entry card catalog and arranged books on its shelves according to the Library of Congress classification, the following subject guides would be used in lieu of a CIA subject catalog to identify books dealing with the given subject:

Library of Congress Catalog - Books: Subjects.
(published in three quarterly issues, annually and quinquennially)

National Union Catalog - a cumulative author list.
(published in 9 monthly issues, 3 quarterly cumulations, annually and quinquennially)

Monthly Index of Russian Accessions (MIRA)
(published monthly by the Library of Congress)

East Europe Accessions List (EEAL)
(published monthly by the Library of Congress)

National and Special Bibliographies
(available from many countries and for many subject fields; many are published at short intervals and cumulated on an annual or longer-range basis.)

The time lag between publication of the book and its listing in a bibliography available in CIA Library might justify compensating measures in some cases, e.g. CIA's receipts of Russian and Bloc books might be indexed in the MIRA and EEAL under arrangements that sent each new book to the Library of Congress for this purpose on a deadline basis. The index cards from these two operations might be filed in CIA Library by subject on a cumulative basis.

(2) CIA Library has arranged each year for several hundred intelligence analysts to work at the Library of Congress and to enjoy special privileges in the use of study rooms and access to book stacks. This service may be expected to continue substantially unchanged in the future. It would appear to remove a substantial portion of the need for maintenance of a subject catalog to the partial and limited holdings of similar publications in CIA Library.

CIA Library has maintained a staff member at the Library of Congress for some five or more years to handle inter-library loan matters and has sent reference staff on a near daily basis to do bibliographical searches in Library of Congress catalogs. This too has clearly reduced the use of CIA Library subject

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cataloging. It does not appear logical to argue that this has resulted exclusively from inadequacy of the CIA Library catalogs because these represent a new and evolving current intelligence collection, not the definitive collecting in all subject fields practiced by the Library of Congress for the broadest research purposes.

It should also be noted that CIA borrowing of books from the Library of Congress amounts to 6,000 or more books per year. This rate would certainly not be reduced by the elimination of a CIA subject catalog. The extent to which it might increase would have to be estimated by experiment as proposed in paragraph 3 A. Inter-library borrowing of books already in the CIA collection would not ordinarily occur assuming proper use of the CIA author/title catalog.

C. Analyst use of subject guides to books.

The observations to be made here are a good deal more tentative than in the matter of availability of substitutes for a local subject cataloging operation. They are derived from a brief examination of certain recent CIA-produced intelligence monographs and their bibliographies. In certain cases it was noted that the bibliographies contained few or no references to foreign literature, e.g. Polish economic studies in the Polish language, even though the EEAL, for instance, listed a variety of recent publications of seeming relevance to the CIA monograph.

One contribution which might be obtained from analysts would be a regular evaluation of the current national literature on the given subject to be incorporated in the monograph along with the bibliography. If, as may now be the case, or as such evaluation would indicate, the national literature does not warrant exhaustive treatment then, again, the case for subject cataloging of books by CIA Library is reduced.

Recognizing that the languages concerned may be a barrier to analyst use translation assistance would be required and could be measured as further indication of the general problem of gaining access to open literature. No attempt has been made here to determine the present rate of translation of books by CIA or as obtained from outside translators. In the part this activity has been reported to be very small.

What is proposed here is a case by case examination by the librarian and the analyst of the problems of open literature retrieval and of the climate in which the analyst operates with respect to identifying and ordering new open literature, influencing the selection policies of the CIA Library, maintaining local open literature collections, utilizing Library of Congress and other definitive collections, and performing

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literature searches with the help of printed bibliographies and card catalogs. From such investigations might come assumptions acceptable to research offices and helpful for OCR planning purposes concerning:

Level of language competence among analysts.

Relative emphasis in the given research field on use of prime source materials as compared with source materials generated by U.S. observers.

Staff and time allocated to exploitation of prime source materials.

Standards for the use of open literature in finished intelligence studies.

4. Conclusions

Subject cataloging of books acquired by CIA Library is clearly not the exclusive instrument upon which the intelligence researcher relies to gain access to open literature. There are many avenues of subject access to open literature of varying quality, cost, and effectiveness and in some cases involving duplication of effort. Any program to introduce more orderly arrangements and to economize CIA subject cataloging costs must be based on better knowledge of intelligence research requirements than is now available.

5. Recommendation

That discussions be held at the appropriate Division, Staff and CRAG levels to plan the suggested studies and experiments in the organization of open literature by CIA Library and its use by analysts.

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Chief, Document Division

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CENTRAL INTELLIGENCE AGENCY

OFFICE OF CENTRAL REFERENCE

REFERENCE TASK TEAM REPORT NO. 10 TTR/10

9 June 1958

MEMORANDUM FOR: Assistant Director, Central Reference

SUBJECT : Final Report on the Mission, Functions, Facilities and Staff of the Reference Branch, Task Team No. 10.

25X1

1. Membership

[redacted] Industrial Division, ORR
[redacted] Materials Division, ORR
Fundamental Sciences Division, OSI
Reference Branch, OCR
[redacted] Analysis Division, ORR

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2. Method of Task Team Operation

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Task Team No. 10 has considered the Reference problem in the light of the experience of members of the Team with research methods and techniques. The Team was briefed on the Library [redacted] and discussed the organization and problems of the Reference Branch with its Chief [redacted] Members of the team profited from reading the Consultants Report. It was decided, however, that the analysis of the problem in the Consultants Report was somewhat too restricted in character to be useful as a basis for the deliberations of the Task Team. An outline was therefore drafted, to provide terms of reference for further discussion, which considered the reference problem in a structure similar to that of the appended report. For data bearing on the problem the Task Team has relied in part upon the Questionnaire which it participated in designing, and which was circulated to DD/I analysts. In addition, individual members of the Task Team made surveys of special aspects of the problem such as branch library reference facilities, the bibliographic service, and previous training of the members of the Reference Branch.

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3. Recommendations

a. Mission

(1) The mission of the Reference Branch should be to give active support and guidance to agency personnel for the efficient exploitation of all informational resources. (TTR/10-)

(2) The Reference Branch, as a service unit, should actively endeavour to adapt its organization, functions, recruitment, and training to agency needs.

b. Organization

(1) Abolish the present information, bibliography, intellofax, and selection units. (TTR/10)

(2) Reorganize the Reference Branch along area and functional lines.

(3) Assign to each area and functional specialist the responsibilities for:

(a) Directional and informational service.

(b) Preparation of bibliographies.

(c) Selection of materials for acquisition by the library.

c. Services and functions

(1) Increase the capability of the Reference Branch to provide improved informational and bibliographic service by reorganization of its structure, expansion of its facilities, and strengthening of the competence of its personnel. (TTR/10)

(2) Retain the selection function in the Reference Branch but abolish the Selection Unit and assign responsibility for selection to reference specialists by area and functional responsibility.

d. Recruitment and training

(1) Improve the substantive competence of the Reference Branch in economics and the natural sciences. (TTR/10)

(2) Strengthen the reading capability of the Branch in the Slavic and Chinese languages.

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e. Reference facilities

(1) Strengthen the holdings of the Reference Branch in depth and breadth. (TTR/10-)

(2) Make provision in the new building for the centralization, adjacent to the Reference Branch, of presently dispersed reference materials, such as working periodical and newspaper files.

f. Branch evaluation of service

(1) Brief the Reference Branch periodically, within the limits of security, on current and future programs of the major producing offices of the DD/I. (TTR/10-)

(2) Make more meaningful the Branch system of accounting for its own time.

(3) Develop means to obtain customer evaluations of the products of the Branch, particularly of bibliographies and intellofax runs, with respect to quality, speed, and other pertinent factors.

g. Customer education

Adopt more aggressive methods to acquaint agency personnel with the services offered by the Reference Branch, such as:

(1) Periodic rebriefing of agency personnel on OCR procedures and facilities at a more advanced level than in the entering-on-duty briefing. Encourage subsequent consultation on particular user problems. (TTR/10-)

(2) Consider the establishment of an OCR bulletin and other means to make agency personnel more aware of reference services and facilities.

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Chairman, Task Team Ten

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CONCLUSIONS AND RECOMMENDATIONS

A. Mission

1. Conclusions

The stated mission of the Reference Branch is to provide service to agency personnel. Implementation of this policy, however, is too passive. An aggressive interpretation of this mission would permit a more efficient division of labor between the Reference Branch and other agency personnel. The policy of passive cooperation has fostered problems of organization, training, self-evaluation, and customer relations.

2. Recommendations

a. The mission of the Reference Branch should be to give active support and guidance to agency personnel for the efficient exploitation of all informational resources.

b. The Reference Branch, as a service unit, should actively endeavour to adapt its organization, functions, recurit-ment, and training to agency needs.

B. Organization

1. Conclusions

Organization of the Reference Branch according to library-type functions into information, bibliography, selection, and intellofax units, disperses manpower, segments and duplicates effort, and fails to develop the kind of well-rounded reference competence required by the agency. The Branch should be reorganized in a manner that will use its available manpower more efficiently and develop greater reference competence.

2. Recommendations.

a. Abolish the present information, bibliography, intello-fax, and selection units.

b. Reorganize the Reference Branch along area and functional lines.

c. Assign to each area and functional specialist the respon-sibilities for:

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(1) Directional and informational service.

(2) Preparation of bibliographies.

(3) Selection of materials for acquisition by the library.

C. Services and functions

1. Conclusions

a. Agency personnel make less than optimum use of the informational services offered by the Reference Branch. Users are more satisfied with the directional and bibliographic service than with the informational service. Need exists for the capacity to render a higher quality informational and bibliographic service. Agency personnel also need to be apprised of the advantages of making greater use of these services.

b. Although the selection function is nominally located in the Reference Branch, the initiative for foreign collection of overt materials in high priority geographic areas has been in fact delegated to field personnel. Pursuit of a liberal field selection policy will reduce the amount of selection required at headquarters. Retention of the reduced selection function in the Reference Branch has a training value for reference personnel, if allocated in accordance with area and functional responsibilities.

2. Recommendations

a. Increase the capability of the Reference Branch to provide improved informational and bibliographic service by reorganization of its structure, expansion of its facilities, and strengthening of the competence of its personnel.

b. Retain the selection function in the Reference Branch but abolish the Selection Unit and assign responsibility for selection to reference specialists by area and functional responsibility.

D. Recruitment and training

1. Conclusions

Although adequately trained in library science, the substantive and language competence of the reference staff does not correspond to the priority missions of the agency. The staff is weak in economics and the natural sciences. It lacks sufficient personnel with rapid reading competence in the Slavic and Chinese languages.

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2. Recommendation

a. Improve the substantive competence of the Reference Branch in economics and the natural sciences.

b. Strengthen the reading capability of the Branch in the Slavic and Chinese languages.

E. Reference facilities

1. Conclusions

Adequate reference facilities are indispensable to the Reference Branch and the personnel of the agency as a whole. The reference collection is limited in depth and breadth. Under the present temporary arrangements, too many of the reference facilities are physically remote from the Reference Branch.

2. Recommendations

a. Strengthen the holdings of the Reference Branch in depth and breadth.

b. Make provision in the new building for the centralization, adjacent to the Reference Branch, of presently dispersed reference materials, such as working periodical and newspaper files.

F. Branch evaluation of service

1. Conclusions

a. The Branch devotes too little attention to ascertaining what type of service is needed and how this service can best be given. To the extent possible, the Branch must anticipate the general nature of future agency needs, both with respect to the selection and reference programs.

b. The Branch system of record keeping and reporting, inadequately describes its own activities and provides little or no evaluation of its product. No provision is made to ascertain whether the information service, bibliographies, or intellofax runs meet the needs of the requestors.

2. Recommendations

a. Brief the Reference Branch periodically, within the limits of security, on current and future programs of the major producing offices of the DD/I.

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b. Make more meaningful the Branch system of accounting for its own time.

c. Develop means to obtain customer evaluations of the products of the Branch, particularly of bibliographies and intellofax runs, with respect to quality, speed, and other pertinent factors.

G. Customer education

1. Conclusions

The Reference Branch has the potential to provide more Customer service than it now gives. Greater use of the reference service by agency personnel can contribute to the more efficient fulfillment of the mission of the agency. The failure of agency personnel to make intensive use of the reference service suggests that analysts may not be fully aware of the services offered by the Reference Branch or the advantiages to be derived from using these services.

2. Recommendations

Adopt more aggressive methods to acquaint agency personnel with the services offered by the Reference Branch, such as:

a. Periodic rebriefing of agency personnel on OCR procedures and facilities at a more advanced level than in the entering-on-duty briefing. Encourage subsequent consultation on particular user problems.

b. Consider the establishment of an OCR bulletin and other means to make agency personnel more aware of reference services and facilities.

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A. Mission

1. The Reference Branch regards itself as a service organization whose mission is to facilitate the work of production components of the agency.

2. This conception of its mission is appropriate and is to be commended. The accomplishment of this mission, however, in more than a passive sense, requires greater awareness of the advantages of improving the relationship between the reference service and its customers. Minimization of the reference service would impose upon the users of the library facilities a greater responsibility for mastering the complexities of how to exploit quickly and adequately the resources of the library. Overextension of the reference service may imply the assumption by reference personnel of research functions which can more competently be performed by substantive analysts. Between these two extremes lies the opportunity to develop an efficient relationship between personnel who specialize in how and where to find needed information and those skilled in the exploitation of this information for particular areas and functional problems.

3. Although the existence of such relationship is readily identifiable, its location in relation to the needs of the component offices of the agency and the considerable variety of personnel within these offices imposes a wide range of obligations upon the reference service, which can only be satisfied by the adoption of an active service policy. In order to achieve its mission, the reference service must become congnizant of the particular needs of its various customers, must shape its resources to meet these special needs, must train its personnel to satisfy customer requirements, and must acquaint its customers with the nature of the service and the advantages to be derived from its use.

4. Although many of the functions performed by the reference service are comparable to the service performed in non-intelligence research libraries, the reference problem in the CIA library is nevertheless special in nature because of the considerations of speed, timeliness, accuracy, security, global area, scope, dearth of information, breadth of interest, and other characteristics which may apply to a greater or lesser degree in any particular instance. The reference problem is compounded by the fact that although the information on a particular subject may be limited in quantity, the total volume of intelligence information is staggering. Interest is generally confined, however, to relatively recent developments, so that it is necessary both to digest material into the informational system and to store it in such a way as to

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facilitate its gradual retirement as it becomes less timely. Finally, the volume of the material, its fragmentation into the form of individual short documents, many of them of a classified nature and hence outside of the scope of trade indexes and bibliographies, magnify the user problems and create a need for a competent, specialized reference service.

5. Although the reference requirements of the agency are not entirely unique they do impose the need for developing a small group of intelligent, cooperative reference personnel, well trained in library techniques, possessed of area knowledge, substantive background, and language competence.

6. Conclusions

The stated mission of the Reference Branch is to provide service to agency personnel. Implementation of this policy, however, is too passive. An aggressive interpretation of this mission would permit a more efficient division of labor between the Reference Branch and other agency personnel. The policy of passive cooperation has fostered problems of organization, training, self-evaluation, and customer relations.

7. Recommendations

a. The mission of the Reference Branch should be to give active support and guidance to agency personnel for the efficient exploitation of all informational resources.

b. The Reference Branch, as a service unit, should actively endeavor to adapt its organization, functions, recruitment, and training to agency needs.

B. Organization of the Reference Branch

1. The present organization of Reference Branch according to library-type operations into information, bibliography, selection, and intellofax units is not the most effective way to use the positions allocated to the Branch. This organization fragments the Branch, leads to duplication of effort, and fails to develop a well rounded competence amongst the Branch personnel.

2. Under the present system, for example, senior personnel assigned to bibliographic work may learn a good deal about the literature on certain types of problems, but their knowledge is not directly available for the improvement of the selection of materials to be added to the library. Personnel assigned intellofax work may become code specialists and little more.

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3. In lieu of the present fragmented system of specialization according to library-type operations, it is recommended that the Branch be reorganized on an area and functional basis. Major countries and areas, such as the Soviet Bloc, could be further subdivided into economic, political, and scientific functions. A possible allocation is the following:

a. Sino-Soviet Bloc.

(1) USSR and European Satellites.

(a) Economic.

(b) Political and sociological.

(c) Scientific.

(2) Communist China and Asiatic Satellites.

b. Non-Bloc.

(1) Western Europe.

(2) North and South America.

(3) Other.

4. Reference personnel could be assigned to these areas and functions in accordance with:

a. Reference work load.

b. Language skills.

c. Area and functional competence.

5. Personnel assigned to an area and functional responsibility would assume responsibility for directional, informational, and bibliographic problems within their area and function. These same persons would prepare themselves by scanning national bibliographies, to assist in the selection function as indicated above in Section D-5.

6. It is imperative that these persons also master the intellofax codes for their respective area and function and thus provide a complete reference service to their customers on these areas and functions.

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7. This kind of division of labor, it is believed, will, by eliminating meaningless specialization according to library-type function, focus attention on the improvement of subject matter information, bibliography, and language skill. It will give reference personnel opportunity to develop a higher order of competence and to provide the type of quality reference service needed by the agency.

8. Conclusions

Organization of the Reference Branch according to library-type functions into information, bibliography, selection, and intellofax units, disperses manpower, segments and duplicates effort, and fails to develop the kind of well-rounded reference competence required by the agency. The Branch should be reorganized in a manner that will use its available man power more efficiently and develop greater reference competence.

9. Recommendations

a. Abolish the present information, bibliography, intellofax, and selection units.

b. Reorganize the Reference Branch along area and functional lines.

c. Assign to each area and functional specialists the responsibilities for:

(1) Directional and informational service.

(2) Preparation of bibliographies,

(3) Selection of materials for acquisition by the library.

C. Reference services and functions

Information service

1. As presently constituted, the Reference Branch does not provide the quantity or quality of service needed by the agency. The Reference Branch is capable of rendering more and better service than it now gives. In addition, some parts of the agency need even better service than the Branch is now capable of providing. The potential of the Branch is not now fully exploited because it has not demonstrated to the personnel of the agency that they can save time and improve the quality of their product by making greater use of the reference service.

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2. Statistics kept by the Reference Branch show only an approximation of the Branch work load. There is no practical way to measure the percentage of agency personnel that use the facilities of the Reference Branch. Questionnaires completed by a sample of 421 persons in the DD/I area, however, showed that while 78% sought help from the Reference Branch in finding particular books or documents (Figure 1), less than half (47%) used the service of the Reference Branch to obtain information on where to get facts related to their work. A slightly higher number (58%) reported that they used the Reference Branch as a source for obtaining directly, specific facts needed in their work. These figures must be contrasted with the high number (81%) that use the Reference Branch as a channel through which to order library books or documents (properly a function of the Circulation Branch).

3. From these data it is apparent that the Reference Branch is in fact willing to provide service. Agency personnel are aware of this fact, too, but personnel presently use the reference service chiefly to obtain the lowest order of service, the locating and ordering of books and documents. This situation is further attested to by the records of the Reference Branch which, as reported in the Report of the Library Consultants, p. 54* indicate that on the average, 25% of the questions handled by the Reference Branch consist of directional questions, which normally take only 1 to 2 minutes to answer.

4. Under the Reference Branch system of classification, moreover, questions requiring 2 to 15 minutes of time are arbitrarily designated as informational questions and average 35% of all questions. Undoubtedly a considerable portion of these informational questions are in fact, directional questions as identified in Figure 1. Thus, considerably more than 25% of the questions processed by the Reference Branch are what may be termed the lowest order of reference type questions, if indeed, since they include the processing book and document orders, they are reference type questions at all.

*Hereafter cited as Consultants Report.

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FIGURE 1. USE AND EVALUATION OF THE REFERENCE BRANCH SERVICES AND FACILITIES

Question	Users in % of total respondents	Evaluation in % of Users			
		Unsatisfactory	Mostly satisfactory	Satisfactory	More than satisfactory
To obtain directly, specific facts needed in your work	58	4	21	55	21
To obtain information on where to get facts related to your work	47	5	18	54	23
To obtain directly background information needed in your work outside of your own field of competence	42	6	15	61	18
To obtain help in finding a particular book or document	78	1	11	49	39
To order books or documents from the CIA Library	81	2	11	52	35
To request the preparation of a bibliography	17	21	7	54	18
To request Intellofax runs	62	11	11	50	28
Use of OCR Library Reference Collection	80	7	36	55	3

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5. Figure 1 casts additional light on the demands made of the Reference Branch by agency personnel. In preparing the questionnaire it was assumed that the average DD/I analyst (presumably the most frequent Reference Branch customer) was an area or product specialist, comparatively more knowledgeable in the literature of his specialty, and less so in peripheral matters. It was therefore expected that this average analyst would have relatively little occasion to consult the Reference Branch to obtain directly, specific facts needed in his work. It was assumed that he would rather prefer to inquire where to go to find information needed in his work, and that he would show an even greater dependence on the Reference Branch in his efforts to obtain background information needed in his work but outside of his own field of competence. In fact as Figure 1 shows, the order of dependence was reversed. Personnel questioned rely more on the Reference Branch to find information directly related to their work and less for background information.

6. The institutionalization of research under government auspices has made it necessary to subject the planning, scheduling, coordination, review, and publication of research to formal control. At the same time, the actual conduct of research has been least subject to control and the agency analyst is relatively free to make, in his own manner, judgments as to how to gather information and what kind of advice to seek from professional librarians. Some analysts, conscious of their responsibility for the final product, are reluctant to delegate responsibility for any portion of the research and related activities. Not to seek advice in the search for information may not, however, always be the best way to discharge the personal responsibility for research. A few analysts approve of the principle of seeking aid from reference specialists, but doubt that the reference staff, as now composed, contains personnel of sufficiently outstanding professional competence to create a high degree of confidence amongst their customers.

7. On the whole it is to be expected that the dependence of personnel upon the reference serv ice will vary according to subject matter, experience, position, personal, and other factors. A competent reference service has much to offer the research analysts: knowledge of national book and periodical literature, bibliographic lore, intimate acquaintance with card catalogues and coding systems, and numerous other technical aids, which may profitably supplement the efforts of the individual researcher without usurping his remaining freedoms or depriving him of the satisfaction of guiding his own project to completion.

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8. Without doubt, a competent reference service can be of assistance to all levels of agency personnel who have occasion to use the library, and no doubt to some who do not use the library, but rely passively for their information on reading panels and personal files.

9. Satisfaction of present users with the information service offered by the Reference Branch is good, but not exceptional. Between three-fourths and four-fifths of the users rated the fact finding service satisfactory or better (Figure 1), but most persons found it merely satisfactory, and fewer than one-fourth found the service more than satisfactory in quality. In contrast, the directional service (finding and procuring books and documents) was rated satisfactory or better by almost 90% of all users, and more than satisfactory by over a third of all users.

10. To render adequate service the Reference Branch must raise the quality of its product to a level that merits wide use. Quality service will attract users, but in addition, potential users need to be acquainted with the kind of service that is available.

11. Even if a reputation for quality service is established, it may be expected that the majority of questions put to the reference service will be directional. Most of the time of the Branch devoted to customer requests, however, will probably be given to informational type questions. Arbitrary designation of inquiries as research questions because they take from 15 minutes to 2 hours of time should be abandoned. This activity is not research and a better term should be found to describe it.

12. Slowness of service does not appear to be a serious complaint amongst those users whose requests are directional or informational in character. No parituclar end is served in striving to answer all such questions in a given number of minutes. Rather, the time taken to answer a request should be adjusted to the kind of information needed by the requester and the urgency of the question.

Bibliographic service

13. Users of the bibliographic service on the whole find it satisfactory or better, but many persons in the DD/I who do not use the service are critical of it.

14. Of 64 DD/I analysts who professed to use the bibliographic service, 1 or more times a year, only 2 judged it to be unsatisfactory in their replies to the OCR Questionnaire (Figure 2), 6 mostly but not entirely satisfactory, 36 satisfactory, and 20 more than satisfactory. Thus, 8 of 64 professed users of the service evaluated it as less than fully satisfactory, while 56 rated it as satisfactory or better.

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FIGURE 2. USE AND EVALUATION OF THE BIBLIOGRAPHIC SERVICE

Evaluation	Times used per year					
	0		1-2		3-5	6-10
	No.	%	No.	%	No.	No.
Unsatisfactory	23	7	1	2	1	0
Mostly but not entirely satisfactory	2	1	6	12	0	0
Satisfactory	29	8	27	52	8	1
More than satisfactory	2	1	13	25	4	3
Do not use	295	84	5	10	1	1
TOTAL	351	100*	52	100*	14	5

*Rounded

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15. DD/I personnel who responded to the OCR Questionnaire expressed stronger views on the quality of the bibliographic service than on any other service which they evaluated. Twenty-three nonusers evaluated the service as unsatisfactory. Hence, if the valuations of users and nonusers are combined, 28% viewed the service as less than fully satisfactory, while 72% regarded it as satisfactory or better.

16. Records kept by the Reference Branch show that the Branch compiled 153 bibliographies during 1956 and 1957, 75% for the DD/P, 20% for the DD/I and 5% for the DD/S (mainly for OTR). At this rate only about 15 bibliographies a year are prepared for DD/I personnel, considerably fewer than claimed by respondents to the OCR Questionnaire.

17. Some 20 persons in the DD/I and DD/S for whom bibliographies were prepared in 1956 and 1957 were interviewed to determine whether the finished bibliographies fulfilled their needs as to scope, arrangement, and meeting of schedules. Without exception, each person interviewed expressed satisfaction with the product. This inquiry thus corroborated the information provided by the Questionnaire to the effect that most users of the service found it satisfactory or better.

18. Nevertheless, the service is not widely used in the DD/I area. Only 17% of DD/I respondents to the OCR Questionnaire professed to use the bibliographic service 1 or more times per year. Comparison with Reference Branch records shows that in fact an even smaller percentage of DD/I personnel actually use the bibliographic service in a typical work year.

19. Nonuse of the service by DD/I research personnel combined with a significant negative reaction to the service by nonusers suggests that:

a. The service may meet the needs of some persons but not others, or

b. Many persons may not know of the availability of the service or the advantages of using it.

20. The bibliographic service can meet many requirements in a community whose needs are as diverse as those of the agency. In connection with particular projects, some of the requirements that may be met by special bibliographies are listed below:

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a. Periodical articles and monographs not incorporated into the intellofax system.

b. Foreign language materials.

c. Published documents of the US or foreign governments.

d. Holdings of special libraries, particularly those not in the Washington area.

e. Records of other US agencies.

21. Normally, the requirements of research analysts are for unevaluated bibliographies. The nature of most serious research requires that the analyst be apprised of the existence of the material and where to obtain the reference. Most analysts prefer to scan and evaluate the material themselves. In the preparation of such bibliographies it is not necessary in most cases for the bibliographer actually to handle, much less to evaluate the material. Where the material is not evaluated, it is recommended that in accordance with the practice of other report issuing offices of the agency, the bibliography be clearly marked to indicate its unevaluated nature.

22. The bibliographic service also receives requests for bibliographies and reading lists for training purposes from OTR, for operational support from the DD/P, and no doubt for various purposes from administrative units. For such units it may be desirable, according to the need of the requester, to supply more descriptive information about the content of the titles listed. When evaluated rather than descriptive lists are required, they should be coordinated with substantive components of the agency.

23. The multiplicity of research sources for intelligence use is so great that it is not practical to offer unified machine recovery of all types of source material. Reference assistance is therefore needed at a high level of competence to guide agency personnel not only in the use of the machine codes, but also in the location of diverse and fugitive materials, particularly in special technical fields, in foreign languages, and in government documents.

24. Such a service is needed, should continue to be provided, and should be improved in quality. The availability of the service, its potentiality, and the kind of support it can offer should be made better known to agency personnel. Where security permits, circulation of lists of completed and available bibliographies is suggested. If OCR establishes a news bulletin, mention can be made in it of newly completed bibliographies.

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25. At present the bibliographic service is provided by an authorized T/O of 4 professional persons who specialize in bibliographic work. It is recommended instead, that each reference specialist be assigned responsibility for all reference functions, according to area specialization, with superimposed functional responsibility such as economic and scientific, as permitted by T/O and consumer demand. Without increasing the Branch T/O, such specialization would develop the competence of individual members of the Branch, would utilize their abilities more completely than at present, and would improve service to the personnel of the agency. (See B. above.)

26. Some discontent has been expressed with the rate at which bibliographies are typed and reproduced. If a typing bottleneck exists in the Branch, OCR should provide a pool for typing services or other means of reproduction to speed up the processing of bibliographies.

27. Provision should also be made for the routine evaluation of bibliographies by the customer, and for a corrective type of follow-up to meet deficiencies disclosed in the evaluation process.

Selection function

28. Treatment of the selection problem as a whole has been assigned to Task Team Four and therefore will be considered here only as it relates to the mission and functions of the Reference Branch as a whole. At present, the selection function is lodged in the Reference Branch and for the reasons indicated below it is believed that it should remain in the Branch, although provisions for the execution of the functions should be modified.

29. The primary interest of the agency in foreign intelligence requires that the initiative for foreign collection of overt publications be delegated to field personnel. For high priority areas, it is therefore more efficient to authorize a liberal procurement policy than to undertake to administer a tightly controlled headquarters directed procurement system. Since this fact is now recognized, insofar as foreign procurement is concerned, the selection function can, to a great extent, be reduced to the briefing of field procurement officers.

30. Headquarters participation in the selection for priority areas can best be confined to an assessment operation, such as the checking of national bibliographies for the previous year against procurement during the year covered by these bibliographies.

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This function is in large part one of collation, the mechanics of which can be performed in the Acquisitions Branch, where working card catalogues are available. Subject and area specialists in the Reference Branch can then check these collated national bibliographies for promising titles which the field procurement officers have failed to obtain in the routine performance of their mission. For areas that pose serious language problems, this check can be made by FDD.

31. Such an arrangment would reduce the selection function of the Reference Branch to the selection of:

a. Material published in the US on foreign areas of interest.

b. Reference guides, indexes, bibliographies, and other professional aids.

c. Unpublished material, privately published material, and fugitive types of publications.

32. Although this approach to selection recognizes that most of the function will be performed in the field, sufficient remains that is of interest and value to the personnel of the Reference Branch to justify its being located in that Branch. Participation in selection has a training value for Reference Branch personnel. It is the view, therefore, of this task team that the full time Selection Unit in the Reference Branch be abolished, that such selection functions as are appropriate to the training and maintenance of subject and area competence by the Reference Branch personnel be assigned to these people in accordance with their appropriate subject and area responsibilities. Under this proposal, the present high cost of selection per unit will be reduced and absorbed into such time of the Reference Branch personnel as is not charged to the handling of customer requests. The incorporation of the Selection Unit into the Reference Service proper will also make available to the Branch two additional senior reference specialists and thereby enable the Branch to enhance greatly its substantive competence and potential to provide customers with informational and bibliographic service.

Housekeeping functions

33. Certain minor housekeeping and miscellaneous duties are unavoidable and to some extent beneficial; others should be reassigned to other units or if possible, dispensed with.

34. Worthy of keeping in the Branch:

a. Shelving of reference books, and

b. Shelf reading - both for their value in learning the content of the Reference Collection.

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35. Reassign or eliminate:

a. Accessions to serial record. If serials are checked in elsewhere, the maintenance of a duplicate serial record in the Reference Branch can be dropped. A telephone call to serial record will establish whether the periodical has arrived in the agency.

b. Fulfillment of circulation requests. The widespread misconception that Reference and Circulation are in the same Branch should be corrected to save the time of reference personnel for more important matters. In order not to damage customer relations, reference personnel could transfer the telephone calls to Circulation, or volunteer to take the request this time but explain that Circulation now handles these requests.

c. Messenger duties in connection with intellofax runs now performed by reference personnel, should be reassigned to the OCR messenger service.

36. Conclusions

a. Agency personnel make less than optimum use of the informational services offered by the Reference Branch. Users are more satisfied with the directional and bibliographic service than with the informational service. Need exists for the capacity to render a higher quality informational and bibliographic service. Agency personnel also need to be apprised of the advantages of making greater use of these services.

b. Although the selection function is nominally located in the Reference Branch, the initiative for foreign collection of overt materials in high priority geographic areas has been in fact delegated to field personnel. Pursuit of a liberal field selection policy will reduce the amount of selection required at headquarters. Retention of the reduced selection function in the Reference Branch has a training value for reference personnel, if allocated in accordance with area and functional responsibilities.

37. Recommendations

a. Increase the capability of the Reference Branch to provide improved informational and bibliographic service by reorganization of its structure, expansion of its facilities, and strengthening of the competence of its personnel.

b. Retain the selection function in the Reference Branch but abolish the Selection Unit and assign responsibility for selection to reference specialists by area and functional responsibility.

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D. Recruitment and training

1. The training of the Reference Branch is good but not outstanding. The 14 professionals have a total of 18 bachelor's 6 master's, and 1 doctor's degree. The group has 7 bachelor's and 4 master's degrees in library science. Five of the group have only practical training in library work (Figure 3). Their academic training includes 9 bachelor's degrees, 2 master's degrees and 1 doctorate in the social sciences. One person has a bachelor's degree in the physical sciences (mathematics) and one a bachelor's degree in a foreign language. Although strong in the social sciences, most of the training is in history, political science, sociology, and eduction, rather than in economics. The group as a whole should be fortified in economics and in the natural sciences.

2. The group is strong in language training, but not in the Slavic languages most needed for reference work in the agency. Only 4 persons have a capability in Russian of whom only 1 professes to be able to read texts of most grades of difficulty and 1, texts of average difficulty (Figure 4). None profess to have a capaiblity in the other Slavic languages, although 6 have some capability in German, 12 in French, and 4 in Spanish. One person can read simple Japanese, but not one has facility in Chinese. The Slavic language capabilities of the group should be elevated through training.

3. The morale of the group would be greatly improved and its effectiveness increased, if it could be briefed from time to time, at least in a general manner, of the objectives of the research programs under way in ORR and OSI, and of the kinds of national estimates undertaken by ONE.

4. Conclusions

Although adequately trained in library science, the substantive and language competence of the reference staff does not correspond to the priority missions of the agency. The staff is weak in economics and the natural sciences. It lacks sufficient personnel with rapid reading competence in the Slavic and Chinese languages.

5. Recommendations

a. Improve the substantive competence of the Reference Branch in economics and the natural sciences.

b. Strengthen the reading capability of the Branch in the Slavic and Chinese languages.

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FIGURE 3. ACADEMIC TRAINING OF REFERENCE PERSONNEL

Subject	Minor	Bachelor's	Master's	Doctorate
Library Science	0	7	4	0
Social Science	3	9	2	1
Physical Science	1	1	0	0
Foreign Language	4	1	0	0

FIGURE 4. FOREIGN LANGUAGE READING ABILITY OF REFERENCE PERSONNEL

Can read texts of following difficulty:	Russian	German	French	Spanish
1. Any	0	0	1	0
2. Most	1	1	1	0
3. Average	1	2	6	2
4. Simple	2	3	4	2

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E. Reference facilities

1. Eighty per cent of the respondents to the OCR questionnaire stated that they used the facilities of the reference collection 1 or more times per month. Almost half of the group (46%), however, professed to use the collection only 1 or 2 times per month, and only a fifth (21%) professed to use it 3 or 5 times per month. By DD/I offices, use of the reference facilities 1 or more times per month reached the following levels: ORR, 86%; OCI, 75%; OSI, 58%.

2. Although use of the collection was high, the users were on the whole more critical of the collection than of the services offered by the Reference Branch. Only 7% of the 343 respondents who evaluated the reference collection found it unsatisfactory, but 36% found it mostly but not entirely satisfactory. While 55% judged the collection to be satisfactory, only 3% rated it as more than satisfactory. On balance therefore 43% of the respondents judged the collection to be less than wholly satisfactory while only 55% regarded it as satisfactory or better.

3. An adequate set of reference facilities is indispensable to both the Reference Branch and the personnel of the agency who use the reference services. It is difficult to start a reference collection from scratch since many standard reference works are out of print. A good beginning has been made, however, but it is not yet comparable to the collections of libraries that have been in existence for a long time.

4. The major categories of reference materials now maintained have been well chosen and should be further expanded in depth, particularly trade guides, biographical dictionaries, bibliographies, and foreign encyclopedias.

5. The following additions to the reference collection are recommended:

a. A central collection of Sino Soviet Bloc statistical handbooks and statistical periodicals.

b. A collection of foreign census documents.

c. Provision in the new building for hard copy files of Sino Soviet and other periodicals, located adjacent to the Reference Branch and the library reading room.

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d. Provision in the new building for hard copy editions of the leading national papers of the Sino Soviet Bloc, to be retired to mircofilm after one year. This newspaper file also to be adjacent to the library reading room.

e. A complete set of the latest NIS should be on file in the reference collection, where it can be used, instead of in the IAC Document Vault, where use is difficult.

6. Many parts of the present reference collection are well marked by large signs. Similar easy-to-find indicators should be set up to assist readers in using the trade directories and bibliographies.

7. It is assumed that provision will be made in the new building for a considerably expanded reference collection to be housed adjacent to the Reference Branch and the library reading room and that the Acquisition Branch will also be housed in the new building so as to make its bibliographic aids generally available to library users.

8. Removal to the new building should also alleviate the reference problems of such separately located offices as OSI, whose analysts find Branch 5 Library in Barton Hall to be handicapped by the lack of a complete card catalogue, by a periodical collection of limited scope, and by the lack of such elementary reference tools as the Union List of Serials.

9. Conclusions

Adequate reference facilities are indispensable to the Reference Branch and the personnel of the agency as a whole. The reference collection is limited in depth and breadth. Under the present temporary arrangements, too many of the reference facilities are physically remote from the Reference Branch.

10. Recommendations

a. Strengthen the holdings of the Reference Branch in depth and breadth.

b. Make provision in the new building for the centralization, adjacent to the Reference Branch, of presently dispersed reference materials, such as working periodical and newspaper files.

F. Branch evaluation of service

1. For the Reference Branch to evaluate its success in fulfilling its mission it needs to improve its periodic reporting and devise a system of ascertaining consumer reaction to its service.

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2. The present method of reporting employed in the Branch gives an incomplete and distorted impression of the manner in which the members of the Branch allocate their time. The classification of effort expended, into intervals of time is harmless, but the conversion of these intervals into arbitrary categories such as "information" and "research" does not adequately describe the kind of service demanded, and gives no guidance as to customer requirements. It is suggested that sample counts be made of the types of questions asked, and that these be used as the basis for the establishment of more meaningful categories of the type of service being requested.

3. At present the Branch has no way of knowing the quality of the service it performs or the degree to which it meets customer requirements and expectations. Periodic sample evaluations of all types of service rendered may be advisable to ascertain what customers think of the service performed. For larger projects such as bibliographies and intellofax runs, evaluation could with profit be made a regular procedure and could be made to provide immediate feedback in the form of improved service and more adequately serviced readers.

4. The Branch also needs to know not only how it served its customers, but how it expended its total time. The lack of such information exposed the Branch to criticism in the Consultants Report. The Branch and likewise OCR management need to know how the time budgeted for reference purposes is being allocated.

5. In addition to assessing its own activities the Branch should obtain evaluations of what it does for requesters. It also should keep abreast with the changing pattern of customer requirements, so as to prepare itself to meet requests. It needs to know not only why readers avail themselves of its services and also why potential customers do not avail themselves of the reference service.

6. Conclusions

a. The Branch devotes too little attention to ascertaining what type of service is needed and how this service can best be given. To the extent possible, the Branch must anticipate the general nature of future agency needs both with respect to the selection and reference programs.

b. The Branch system of record keeping and reporting, inadequately describes its own activities and provides little or no evaluation of its product. No provision is made to ascertain whether the information service, bibliographies, or intellofax runs meet the needs of the requestors.

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7. Recommendations

a. Brief the Reference Branch periodically, within the limits of security, on current and future programs of the major producing offices of the DD/I.

b. Make more meaningful the Branch system of accounting for its own time.

c. Develop means to obtain customer evaluations of the products of the Branch, particularly of bibliographies and intelofax runs, with respect to quality, speed, and other pertinent factors.

G. Customer education

1. The failure of agency personnel to make intensive use of the reference service suggests in part that analysts may not be fully aware of the services that the Reference Branch has to offer. In order to make known the nature of the services offered, the Reference Branch can take a number of courses of action:

a. It can participate in the orientation of new analysts to OCR facilities. Of 421 respondents to the OCR Questionnaire, 216 stated that they had been briefed on OCR facilities in the Intelligence Orientation Course. Only 167 were briefed individually or in groups in OCR itself. Seventy-eight indicated they never had been briefed. While most ORR and OSI personnel stated that they had been briefed on OCR facilities, 31% of the OCI respondents and 27% from ONE indicated that they never had been briefed on the OCR facilities.

b. Most persons responding to the Questionnaire (76%) declared that they had been briefed more than 2 years ago. Many of them, particularly those who do not use the reference facilities, could benefit from a rebriefing on reference services and facilities.

2. To achieve periodic contact with those whom it seeks to serve, OCR should consider the establishment of a Bulletin to contain items such as:

a. Selected accessions.

b. Information on new services and procedures.

c. Reviews of available services.

d. Changes in organization and location.

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3. Conclusions

The Reference Branch has the potential to provide more customer service than it now gives. Greater use of the reference service by agency personnel can contribute to the more efficient fulfillment of the mission of the agency. The failure of agency personnel to make intensive use of the reference service suggests that analysts may not be fully aware of the services offered by the Reference Branch or the advantages to be derived from using these services.

4. Recommendations

Adopt more aggressive methods to acquaint agency personnel with the services offered by the Reference Branch such as:

a. Periodic rebriefing of agency personnel on OCR procedures and facilities at a more advanced level than in the entering on duty briefing. Encourage subsequent consultation on particular user problems.

b. Consider the establishment of an OCR bulletin and other means to make agency personnel more aware of reference services and facilities.

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